Global Support to the Joint Warfighter: The Right Supplies to the Right Place at the Right Time

Defense AT&L Interviews
Gen. Benjamin S. Griffin, USA
Commanding General, U.S. Army Materiel Command

Global Cooperation: From Idea to Reality

Under Secretary of Defense (AT&L)
Kenneth J. Krieg

Report Documentation Page

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Global Support to the Joint Warfighter

The Right Supplies to the Right Place at the Right Time

Gen. Benjamin S. Griffin, USA
Commanding General, U.S. Army Materiel Command

Gen. Benjamin S. Griffin assumed the duties of commanding general, U.S. Army Materiel Command, on Nov. 5, 2004. If a soldier shoots it, drives it, flies it, wears it, or eats it, AMC provides it. Every year, AMC overhauls and upgrades thousands of pieces of Army equipment, produces and provides bombs and ammunition for all the military services, maintains the Army's pre-positioned stocks on land and at sea, supports the acquisition of billions of dollars' worth of end items and parts for more than 1,000 weapon systems, demilitarizes chemical munitions, and provides logistics assistance officers and representatives to combat units across the Army.

DAU Professor Marcia Richard spoke with Griffin at AMC headquarters, Fort Belvoir, Va., in July on his priorities for supporting the warfighter and how he is implementing methods to create a lean organization that cuts through bureaucracy and focuses on the customer.

Q

Your organization is proud of the AMC technologies that support soldiers and save their lives. Can you describe some of the AMC programs that have proven most valuable to the warfighter?

We are an organization that supports the joint force ... the Army, Navy, Air Force, Marines, and Special Operations.

A

The number one priority for AMC is support to the joint warfighter. This year is the second year of what we call the Top Ten Greatest Inventions Program, which recognizes the 10 best inventions within the Army. This year, eight of those were from AMC and two came out of the medical community. All were tied to research and development activity and the strong link that RDECOM [*Research, Development & Engineering Command*] has with TRADOC [*Training & Doctrine Command*] and our AMC life cycle management commands. We are especially proud that the Top Ten were voted on by units in the field. Their selections were [*bullets added for clarity*]:

- Armor survivability kit for the HMMWV [*high mobility multipurpose wheeled vehicle or humvee*]
- Chitosan hemostatic dressing medical bandages that are designed to stop bleeding
- New Army combat uniform
- Improvised explosive device countermeasure protection equipment [Measurement & Signal Intelligence]
- Unattended transient acoustic MASINT sensor;
- M107 Cal .50 long-range sniper rifle;
- Lightweight handheld mortar ballistic computer;
- Upgraded Aviation Force Battle Command Brigade and Below/Blue Force Tracking;
- Lightweight counter mortar RADAR
- Electronic information carrier.

These innovations reflect our understanding of the needs of the warfighters in the units and our ability to rapidly find materiel solutions to meet those needs. That's what we are most focused on: being able to meet warfighting needs as quickly as we can and cutting down the time it takes to get something fixed, and/or fielded, and in the hands of our customer, the warfighter. We want to get a technological or materiel fix in place as quickly as possible.

We're also addressing new requirements, and we are finding that many of the things we're putting in place today also have application to the Future Combat Systems. We are an organization that supports the joint force, not just the Army; we provide support to the Army, Navy, Air Force, Marines, and Special Operations. Technology crosses all Service boundaries and requires a lot of close coordination with the other Services.

Q

You mentioned the new Army combat uniform—the ACU—was one of the top 10 selections. Do you like the new uniform? Why?

A

I do. It is a practical uniform, designed by the NCO corps. They led the effort in design. It's comfortable, and it's wash and wear. Soldiers can put these things in the washing machine, hang them up to dry, and wear them the next day. The boots are clean-off-and-wear. It's a benefit to the soldiers who can least afford to pay to have patches sewn on uniforms and maintain the uniforms because they put the patches on with Velcro®. It's got pockets in the right places, based on the needs of the soldier in the field. It also replaces the woodland battle dress uniform and the desert camouflage uniform, so now we have one uniform.

At present, we've started fielding the ACU to units as they deploy. We get feedback, especially from our NCO corps, and can make any modifications—stitching, reinforcement in certain places—and fix any problems very quickly, get it back to the life cycle manager (TACOM), and they can get it into the production cycle.

Q

Would you comment on what AMC is doing to develop and maintain good communications and relationships with industry?

A
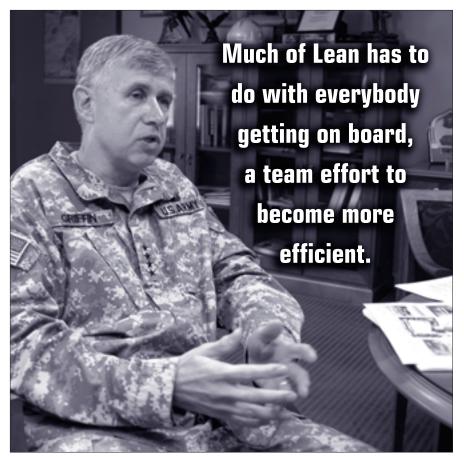
AMC has a program where we meet with a group of senior executives from private industry. We've had three of these meetings here at AMC headquarters. We spend a day talking about AMC and what we are trying to do, and getting their feedback on how we can improve communications and interoperability with the private sector. We have been able to make significant progress with these sessions—progress that helps AMC better support the warfighting units.

Our staff and each of the major supporting commands also reach out to the private sector and visit extensively to share ideas and get feedback. Each of our major subordinate commands (two-star commands) conducts routine sessions with private industry; this has been particularly worthwhile in solving issues like parts shortages.

One of the biggest challenges we have is to get "the right part, to the right place, at the right time," so we have begun sessions with the private sector to sit down at TACOM [*Tank-automotive and Armaments Command*], CECOM [*Communications-Electronics Command*], and AMCOM [*Aviation and Missile Command*] to share ideas, exchange views on our problem areas and theirs, and discuss how we can mutually support each other. It's been a lesson in improving communications; and the results are starting to show in improved parts flow.

We have started a program in which, as soldiers come back from deployment, we send them out to visit the private sector as well as depots and ammo plants, and provide firsthand feedback. Folks are very receptive to getting feedback on their products and learning—what's working and what isn't.

> **Much of Lean has to do with everybody getting on board, a team effort to become more efficient.**

ture that is a little bit clearer with respect to what our needs are, what's working and not working, and what our strategy and plans are for the future. Whether it's in tactical wheeled vehicles, tracked vehicles, or aviation, these life cycle management commands really promote close links to the private sector. There remains much work to be done, of course, but there's a tremendous sense of innovation, and it is working.

Q
How many commands do you have?

A
We have seven: TACOM, AMCOM, CECOM, Chemical Materials Agency (CMA), Army Field Support Command (AFSC), U.S. Army Security Assistance Command (USASAC), and RDECOM.

TACOM, CECOM, and AMCOM are our three primary life cycle management commands. The CMA really operates like a life cycle management command. And in the near future, I intend to create a joint munitions-life cycle management command.

We've also created seven field support brigades; they're not exactly resourced like normal brigades, but they do have a Department of the Army centrally selected brigade commander, a small staff, and battalion commanders. These commanders are forward-deployed with our units in Iraq, Afghanistan, and Kuwait; they're also at Ft. Bragg, N.C. (covering the eastern part of the United States); Ft. Hood, Texas (covering the western part of the United States); and Ft. Lewis, Wash. (covering the Pacific region). We also have brigades in Korea and Germany. One of the things they do is get feedback directly from the field, and this feedback goes directly to the major subordinate commands and to the private sector where applicable. So our communications link with the private sector has greatly improved, and if we have problems today with a new or old system, we can more quickly fix them and get the system back to a unit.

The other thing we've created is life cycle management commands. They are responsible for equipment from cradle to grave and bring together the sustainment support with the PEOs/PMs [*program executive officers/program managers*] and the research and development laboratories. In many cases, these laboratories are collocated with TACOM, CECOM, and AMCOM, plus we have other laboratory support around the country. This synergy—the integration of acquisition, sustainment, and RDE—has enabled us to better speak with one voice to private industry. It also allows industry a point of entry and a pic-

USASAC is involved with foreign military sales and operates the Program Manager, Saudi Arabia National Guard support; it's not a life cycle management command like the others, but it has many of the same tenets and attributes. And then there is RDECOM which supports all the other life cycle management commands. From a research and development standpoint, they are linked; they are collocated with TACOM, CECOM, and AMCOM; in fact, the R&D headquarters is collocated with the CMA.

The laboratories we have around the country and the work that RDECOM does with the university systems is pretty extensive, feeding into the R&D effort and the technical advances in science and technology. There is a lot— there *has* to be a lot—of synergy in exchange of ideas. For example, even though CECOM is headquartered at Ft. Monmouth, N.J., it's got to work hand in hand with ground systems at TACOM and aviation systems at AMCOM. You have to have this synergy from combining the power generation, antennas, and command and control systems, along with the Central Texas Support Facility at Ft. Hood, which does much of our systems integration for CONUS [*the continental United States*], as well as deployed units. They also work extensively with the National Training Center and in the future will work with the Joint Readiness Training Center. We have reps now

full time at NTC, and that contributes greatly to our knowledge and lessons learned. We also have a very close relationship with the Futures Center at TRADOC as well as with the battle labs at the different school houses.

Q

You talk a lot about lessons learned. What type of repository do you maintain to keep and manage all those data?

A

We use the Center for Army Lessons Learned (CALL) at Ft. Leavenworth, Kan., and we have a repository of invaluable lessons learned inside our operations center and RDECOM. In the field, we have our logistics systems reps and logistics assistance officers. Each of our divisions has anywhere from 30 to 40 logistics systems reps. They provide ground and air expertise; they are forward-deployed and serve as a network for providing information and support lessons learned as well as information dissemination. Many of the immediate fixes we can provide from a maintenance and logistics standpoint have been very rapidly published in *PS Magazine*, the Preventive Maintenance Monthly, which is published by our Logistics Support Activity at Redstone Arsenal, Ala.

From an R&D standpoint, it's important not only to take those lessons learned and work the materiel fixes today, but also to institutionalize how we integrate them into our future systems.

Q

What else is AMC doing to strengthen its relationships with its partners—field Army, PEOs, other Services, and government agencies—and to streamline the logistics process?

A

The Defense Logistics Agency is a critical part of what we do. We have moved to strengthen our relationship and interoperability and communications with DLA. We run an operations update weekly. We work two major sessions: One is an operations update with direct feedback via video teleconferencing from the field commanders in theater, in CONUS, or wherever they may be. They list their significant issues, problem areas, parts issues, maintenance issues, and readiness drivers. DLA is sitting right there with us, so as we identify problems, they are tracking them with us as well. They have folks collocated with us, forward-deployed,

Gen. Benjamin S. Griffin, USA

Commanding General, U.S. Army Materiel Command

General Benjamin S. Griffin assumed the duties of commanding general, U.S. Army Materiel Command, on Nov. 5, 2004, before which, he served as the Department of the Army Deputy Chief of Staff, G-8.

Griffin was commissioned as an infantry officer in July 1970 following graduation from Officer Candidate School, Fort Benning, Ga. He served two tours at Fort Bragg, N.C., in the 82nd Airborne Division: in the 1st Battalion (Airborne), 508th Infantry as a rifle platoon leader and company executive officer, and in the 3rd Battalion (Airborne), 325th Infantry as a commander of Company C and an S-3 Air (Operations) officer. Griffin also worked as a G3 operations officer, Headquarters, 82nd Airborne Division.

Griffin's overseas assignments included a tour in Korea as a company commander and brigade S-2 in the 2nd Infantry Division. He served two tours in Germany in the 8th Infantry Division as secretary of the general staff and Mechanized Infantry Battalion executive officer in the 2nd Battalion (Mechanized), 87th Infantry. He was also commander of the 3rd Battalion, 8th Infantry Regiment.

Griffin's later assignments included special assistant to the chief of staff of the Army in Washington, D.C., and commander of the 2nd Brigade, 6th Infantry Division (Light) in Alaska. In August 1994, he served as executive officer to the commanding general, U.S. Army Forces Command, Fort McPherson, Ga. Following that assignment, he took command of Joint Task Force 6, Fort Bliss, Texas. He then served as the assistant division commander (support), 1st Cavalry Division in Fort Hood, Texas. In July 1997, Griffin became the director of force programs, Office of the Deputy Chief of Staff for Operations and Plans in Washington, D.C. He returned to Fort Hood from June 1999 to October 2001 to command the 4th Infantry Division.

Griffin's awards and decorations include the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit (with three Oak Leaf Clusters), the Meritorious Service Medal (with four Oak Leaf Clusters), the Army Commendation Medal (with one Oak Leaf Cluster), the Army Achievement Medal (with one Oak Leaf Cluster), the Joint Meritorious Unit Award, the Master Parachutist Badge, the Expert Infantry Badge, and the Army General Staff Badge.

Griffin received a bachelor's degree in business management from Old Dominion University, Va., and a master's degree in business administration from Mercer University, Ga. His military education includes the Infantry Officer Advanced Course, Command and General Staff College, and the Industrial College of the Armed Forces at the National Defense University.

so they're in many of the same places we are. We try to get out and visit as many DLA sites as possible, and the relationship is something we will continue working to strengthen. Of course, DLA is only one of our parts suppliers. Each of our life cycle management commands manages and/or provides parts as well, primarily through the original equipment manufacturer. We have gained some significant efficiencies here in recent months, and I see a very bright future, especially in the area of performance-based logistics, where we can achieve efficiency—get the part faster and save dollars at the same time. The other session is a weekly production review, with our industrial activities. Again, DLA is right there with us.

We've also spent time with TRANSCOM and Air Force Materiel Command. We get great ideas from the Special Operations Force, the Navy, the Air Force, and the Marine Corps. We work with the Office of the Secretary of Defense on the Joint Logistics Board, and we do a lot of other work with the AT&L community. I like to think we are a strong and growing partner in the Joint and OSD communities.

Q

I went to Naval War College, graduating in 2003, and I've had the pleasure of working with all of these Services. That was one of the areas they really focused on: joint operability. Listening to you speak it seems that communication is really progressing.

A

When you look at what we do in chemical demilitarization, tank-automotive, our support forward through the field support brigades, aviation and missiles, R&D, communications and electronics, and security assistance, we are truly providing support to all the Services, and we get support from all the Services as well. Just in the area of ammunition, we have full-time reps on the staff from the Navy and the Air Force. If you go to McAlester Army Ammunition Plant in Oklahoma, you'll see bombs being produced for the Air Force, the Navy, and the Marine Corps, as well as munitions for the Army. If you go up to Letterkenny Army Depot, Pa., or Redstone Arsenal, you'll see we're doing missiles as a "joint" program. In communications and electronics, the workload of Tobyhanna Army Depot, Pa., is just about half Army and half other Services. We've done tremendous work with the Marine Corps and Air Force with Blue Force Tracking and FBCB2 [*Force XXI Battle Command, Brigade and Below*] and command and control systems, and of course with the other Services as well. At Anniston Army Depot, Ala., and at Lima Army Tank Plant, Ohio, we work Army and Marine Corps tanks and ground systems alongside one another.

There's always been a very close relationship between the Army and the Air Force, having tactical air control parties inside of Army units. And you don't go to a National Training Center or Joint Training Center rotation without your Air Force team with you. In theater, one can look today at the jointness between the Army and the Marine Corps on the ground and the Navy and Air Force and the Army in the air and other areas—for example UAVs [*unmanned aerial vehicles*]. There is much sharing of ideas and information. Other areas as well: protective masks, small arms, weapons, and uniforms for example.

Q

Can you describe how the field support brigades are working to unify AT&L in the field, in direct support of the warfighter?

A

I think the best example is to look at how the field support brigades are operating in Iraq today. They are AMC's representatives forward in theater. If you look at the synchronization with acquisition, logistics, and maintenance support and the R&D piece, having these brigades forward deployed with tremendous reach-back capability allows us to go as far forward as we can to install add-on armor, perform maintenance, and prepare logistics support. We are trying our best to meet the needs of the combatant commanders, the Division and MEF [*Marine Expeditionary Force*] commanders, the brigade commanders, the battalion commanders, and the soldiers in the field, using the rapid equipping/fielding initiatives, the rapid fielding initiatives, and task forces that look at specific problems like communications. And we're trying to counter IEDs, improve interoperability, and provide a single face to the warfighter for AT&L.

We've attempted to repair and maintain everything we can as far forward in theater as possible; this cuts down on the ground transportation requirements and turnaround time. Every day, we're learning how to improve the synergy in the process. The challenge is to provide support with a very quick turnaround, and the field support brigades are really the driving force to do this. They're the folks that really pull this together.

Today in theater, you need to look at what work is being done as far forward as possible—from repair to installing add-on armor, fixing weapons, fixing radios, fixing as much as is technically feasible—the field support brigades have done a tremendous job, and they're getting better every day.

We are doing work today in forward locations that a year ago had to be done someplace else. The expertise, the leadership, and the drive that the field support brigades have brought to the fight is intensified by being forward-deployed, passing information from one brigade command to the next, and communicating with the warfighters.

> **[AMC has] a responsibility to reset the force … to have a plan, to figure out how to resource it, and to be able to go back to the commander, the Army Staff, and DoD, and say, "From a resource standpoint, here's what we need to do."**

Q

And having contractors right there in theater must also contribute.

A

Right, the contractors are doing a tremendous support job. Our industry partners have allowed us to focus soldiers on the tasks that they are trained for. In addition, we get help from the other Services as well. Last time I was in theater, I walked through a facility where we are installing add-on armor, and the Air Force and Navy were there. Airmen were helping to put on the armor, and welders from a CONUS Navy shipyard were working on vehicles for us.

Q

An often-expressed motto at AMC is "Need to be faster, more agile, less bureaucratic. Need to fight this every day." Can you explain how your organization is carrying this out?

A

I got the words from one of my friends who's a senior joint commander in the field, fighting the war. I think it's being carried out in our organization extremely well. Folks have adopted it as a direct response to support the warfighter. I could've used the same quote in my old job in the Pentagon in the G8 before I came here. I think in any large organization, it's something you can use as a good method to try to remember who the customer is—in our case the units, soldiers, special forces, sailors, airmen, or Marines we are supporting. We must always focus on getting support to the warfighter faster. It's a daily challenge, and we have to keep improving.

When I talk about the bureaucracy, I mean finding out where we need to improve and then being able to rapidly eliminate unnecessary bottlenecks or roadblocks in the system. There are examples where, especially with the Lean application, we have been able to really speed up the process. It also goes back to having folks positioned forward so we can turn things around faster.

There are examples across the board of decreasing the bureaucracy to improve the process: On the T700, a helicopter engine that we produce in Corpus Christi, Texas, the overall cycle time has been reduced from 261-plus days to 82 days. The recap production capability on the UH-60 [*Black Hawk utility tactical transport helicopter*] increased from 13 aircraft in 2004 to 26 in 2005. At Anniston Army Depot, we've increased production of 50-caliber machine guns from 50 to nearly 1,000 weapons a month. At Red River, Texas, the HMMWV recap repair

cycle time has been reduced 50 percent; the throughput has increased from six vehicles a day to 21 vehicles a day; we've doubled the first-pass inspection rate, and reduced costs by one-third.

Q

And you use the best business practice Lean/Six Sigma often in your processes?

A

Yes. All of our arsenals, chemical demil sites, and depots are applying the tenets of lean manufacturing ... some more effectively than others. Letterkenny, for example, is one of the leaders from the depot standpoint in what we've been able to do. Lake City ammo plant in Missouri is a leader in munitions production. Our depots at Tobyhanna, Corpus Christi, Anniston, and Red River have captured many of these good ideas. We're spending a lot of time and effort to look at how the private sector does business, and we've had them come in and do some assessments for us at our depots, looking specifically at how we can improve production. We've done assessments now at three of our depots, looking at supply management and parts management. As you "lean out" your process, you put even greater demands on the supply chain, so we've also looked at second- and third-order effects on our suppliers, mapping our suppliers and getting our depot commanders out to look at best practices. We've also been much more focused on metrics, to include quality control. The "right part, right place, right time" is as big a factor here as it is in our warfighting units.

Q

Don't you centralize processes that are repetitive as well?

Yes; where production line operations exist, it is easy to "lean." When you get into an administrative area, such as a headquarters, it is much more difficult, but you can do it. Folks have bought into it, which is key: The process works when the workforce, from top to bottom, have really grabbed the ideas and applied them. Much of Lean has to do with everybody getting on board, a team effort to become more efficient. The goals of our activity are real. We're at war, and we're resetting the force, active guard, and reserve. There is a tremendous incentive to perform inside our facilities because people know where the stuff is going, and they know its criticality. Every weapon, every piece of equipment is being prepared to go back to units that are deployed or are getting ready to deploy.

Q

How do you foster a sense of connectedness and immediacy with those soldiers currently deployed? What does your organization do to encourage the focus on the warfighter?

A

First, we have our people forward-deployed in theater and second, we try to get over and visit as often as we can. The key is getting the leadership out to get the first-hand feedback. The other piece is having AMC reps that provide the communications link with folks in the field. I've asked our new command sergeant major to increase feedback from the NCO corps through his visits and his networks and then share this with the commanders of our depots and ammo plants. I feel very strongly this is an area we must improve ... and quickly.

The other thing is getting the weekly operational updates and bringing folks with recent experience in the theater into our organization at every level. We are doing that in the depots as well. We also send folks over on assessment teams as often as we can both to assist the commander and to provide feedback to us. We have a very good network today for getting information back—but we can always improve.

The key, in fact, is capturing all the information we get, and that goes back to being faster, more agile, less bureaucratic—being able to get something, turn it around, and get it back into the hands of users as quickly as we can. It really takes a team effort.

Last, and certainly critical, is to establish a program where we can get those with recent experiences to visit and provide feedback to our depots, arsenals, product managers, scientists, laboratory workers, and so on. This "education process" is key for us. There is no substitute for feedback from our customer. It will remain critical to our success.

Q

It sounds like it; everything you describe involves many different people making it happen.

A

It is a challenge and a hurdle, and you have to go after it every day. You can never sit back and say, "OK, we've got it!" My biggest challenge is always getting the right part, to the right place, at the right time. That involves production: making sure it can be produced or procured, being able to ship it out of this country, and then getting it that last mile to reach the warfighter. At the same time, we are continually trying to document lessons learned so that if we find something wrong, we can fix it quickly and apply a fix to like systems. And yes, there are many people focused on making this happen—government, civilian, contractors, and military. Our common challenge is to improve our customer service.

Q

AMC is working to provide a common logistics operating picture by connecting people and information. Establishing detailed reset plans with returning units and provid-

ing a single point of contact (the Army field support brigade commander) to assist with execution is one example. Can you elaborate on what AMC is doing?

A

We have a responsibility to reset the force, whether it is active, guard, or reserve. When units come out of the war—whether we do the work at the depots, at the directorates of logistics at the unit if it is organizational work, or we contract with commercial organizations—it is my responsibility to have a plan, to figure out how to resource it, and to be able to go back to the commander, the Army Staff, and DoD, and say, "From a resource standpoint, here's what we need to do."

To know how well we do that in a coordinated effort—not only for Army units, but for other Services as well—we have to look at the overall package so that we know what the standards are. The other piece is modularity. The Army continues to implement modularity, and we must be prepared to totally support this plan. In the reorganization of the Army, AMC is the CONUS theater sustainment command. This is the responsibility of AMC CONUS-based units. For overseas units, we provide the support in the theater, wherever that is, and we provide support with the idea that the priorities are coming from the combatant commander, and we are supporting the combatant commander.
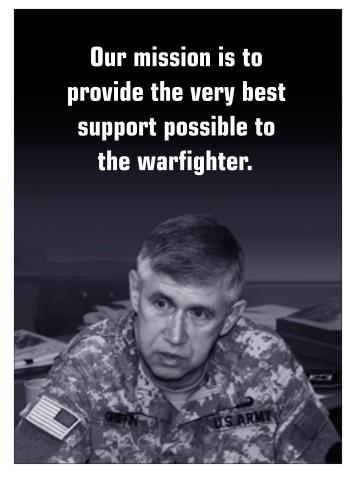
In the R&D area and in making sure we have captured the lessons learned, we are looking to both the current fight and the future. We are applying technology, science, and R&D to ensure we do stay one step ahead. We must work closely with many other federal agencies—for example, the Department of Homeland Security and the Department of Energy—and with our counterparts in the medical community.

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How can Defense Acquisition University improve its support to AMC?

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With the volume of contracts we have in the acquisition area, we're looking at how we can better use DAU to train the future force, especially as we look at the lessons learned coming out of present conflicts. I think that can be done through expanding the number of classes, using online classes, and then looking at how we train the workforce as we bring additional folks into contracting and acquisition to ensure that they can do the job we ask them to do. We also need DAU to help us to get the word out to the AT&L community by incorporating our doctrine of support and how folks can leverage the capabilities of our joint-capable Army field support brigades. In addition, we need help in developing cross-functional leaders with a background in acquisition, logistics, and technology.

> # Our mission is to provide the very best support possible to the warfighter.

Our leaders of the future need it, and our customer—the warfighter—demands it.

DAU is doing a tremendous job. It's just that we are finding the magnitude of what we are doing today and applying the lessons learned to the future are increasing our need to have that inherent capability. We need experienced and trained contingency contracting personnel, people we can turn to when we rapidly deploy forces. This is a specific area we've looked at recently. I've challenged some folks to put a team together to see how we can better meet what we call contingency requirements. We know now, based on lessons learned in Iraq and Afghanistan and other parts of the world, that we have got to have that capability and in significant numbers. As time goes on, and the longer the war, the bigger the challenge will be to keep contingency contracting folks in the pipeline. But this is a specific area where we've learned a great deal, and now the challenge is to institutionalize this process for the future so we can be more responsive to the needs of our unit commanders.

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I know that Frank Anderson, DAU president, is looking into contingency contracting and personally working that initiative with the different Services. DAU is ready to contribute to the ongoing success of your organization. Gen. Griffin, thank you very much for your time.

Global Cooperation

From Idea to Reality

Kenneth J. Krieg

Common Defense and Defense Cooperation are terms that have taken on new impetus and emphasis since 9/11. Military self sufficiency is no longer sustainable for the armed forces of any one nation—economically, technologically, or militarily.

The United States is increasingly operating side by side with its allies and global defense industries, forming vital international partnerships with the goal of jointly developing future defense capabilities that will lead to increased international security. Coalition forces across the globe must have the best equipment available, and it must be interoperable to the greatest possible extent. Our nation's armed forces and those of its allies must be flexible and deployable at ever shorter notice. This in turn requires planning, training, and speed of decision making.

ComDef 2005, which represents the nation's 23rd annual conference on international defense cooperation, has been addressing these and other common issues relating to international defense cooperation since 1987. In his first public forum since his appointment as under secretary of defense (acquisition, technology and logistics), Kenneth J. Krieg accepted the invitation of Al Volkman, director, international cooperation, OUSD(AT&L), to speak at this year's event, held on Sept. 7 at the National Press Club in Washington, D.C.

He chose for his topic "Global Cooperation: From Idea to Reality."

Krieg's address ranged from Hurricane Katrina support to outlining his basic philosophy and the principles that will form the framework of everything he will do as he continues to lead defense acquisition and business transformation within the Department of Defense.

Defense AT&L is pleased to present our readers his remarks in their entirety, representing for most of us a first glimpse into the programs and priorities of our new leader.

—Collie J. Johnson
Editor-in-Chief

It's an honor to be here today to kick off *COMDEF 2005*. As the under secretary of defense for acquisition, technology and logistics, I thought it was important to speak to you at the beginning of Al's [*Volkman, director of international cooperation*] New Year, because our future—and by that, I mean, our collective futures—depend on international cooperation.

No nation—not even the United States which is built upon the idea of independence and the freedom to self-rule—can stand alone in the Global War on Terror. Despite our bold and decisive approach, America and her leaders—and more important, her citizens—understand the need for international cooperation.

We live in a global economy fueled by easy global interaction. We are challenged by forces that act without regard to borders. So we must work with our friends and allies around the world to address these challenges.

With that in mind, we very much appreciate the help we have received from all of our friends and allies in the Global War on Terror. We also appreciate those of you who worked side-by-side with us during the tsunami in Southeast Asia, and those of you who are now supporting us as we clean up in the aftermath of Hurricane Katrina.

This notion of international cooperation is what has brought me here today—the importance of teamwork on a global scale. I see COMDEF 2005 as the perfect place to address our international partners and the Americans who work with you. We need to work together to push our partnerships to the next level in this new era.

As the world is changing and the challenges to free and open societies are changing, we must be willing to think anew about how we work with friends and allies.

Therefore, I am going to discuss not only what some of our international goals are, but also describe to you our basic philosophy at the Department of Defense—specifically my philosophy as I take on this role in acquisition, technology, and logistics—and the framework we are using to reach those goals.

I'm pleased that other key members of my leadership team are here with you and participating today. Al Volkman is a co-chair of today's event. Later today, Gary Powell will discuss new ideas in industrial policy. You will also hear from Dr. Charlie Holland and Dr. Michael Francis who will share their insights into the importance of Science and Technology. And Robert Bruce will moderate the panel on the Realities of Cooperation.

What We Are Facing—America's Vision

Let me begin by setting the stage for the 21st century and America's vision of what we are facing, not just as a nation, but as a partner in this new reality.

As Secretary Rumsfeld so aptly put it:

> Today we confront an enemy unburdened by bureaucracy or regulation—or any legal, moral, or structural constraints. The enemy is not easily described. It is not a nation, not a religion, nor even one particular organization. Rather it is a shifting network of violent and fanatical adherents to violent extremist ideologies—a movement that uses terrorism as the weapon of choice. … They strike with little or no warning, where least expected—on Spanish railways or Indonesian discos.

I would add to that quote, "in the metro systems of London and the various other places they've hit."

That perfectly describes the challenges we are facing now in providing our forces with the right capabilities. Yet the military establishments in virtually all of our countries—in fact, our entire governments—were built around the idea that our enemies are nation states that attack much more predictably than the terrorists we fight today. Therefore, we have had to make substantial changes in the way we do business—and that includes more collaboration with friends and allies.

But as Jonathan [*Hoyle, minister for defense materiel for the British Embassy*] noted, this is not easy. Change never is.

For one thing, each of our nations has competing budget priorities. At the same time, each of us has military and industrial cultures that are rightfully proud of their accomplishments in the past. This pride can provide strong foundations upon which to build for the future. But in an era of tightening resources, they can also limit our will and ability to address this changing world in the smartest way.

To complicate matters further, this new order is one of varying coalitions and partnerships, depending on the threat we face. And with each coalition, we all face a variety of countries whose citizens speak different languages and have different cultures that they bring to the challenge.

With this as the backdrop, we can see clearly that it is not just our warfighters who must be more agile than ever before. We must all be more agile.

To achieve the necessary agility, our warfighters need to have a requirements community that realistically balances risks and opportunities today and into the future.

Photo courtesy IDEEA, Inc.

> "… Joint and interoperable programs are smart things to do. If America is going to be successful, we not only have to be responsive, accountable, and smart, but we have to do it with our allies and partners in mind."

They also need an acquisition community that can create complex portfolios and make hard decisions. And their research and technology community must be able to identify and pursue the concepts that will bring competitive advantages in the coming decades. Finally, their logistics community needs to be as agile as the warfighters it supports.

Therefore, we must be creative in the way we research new products, the way we acquire new products, and in the way we deliver and sustain those products and capabilities. We must also look at the industrial base as, just that—"the" industrial base. We must scour the world for the best-performing and affordable products and services that come from reliable sources.

We are already doing much of this to some extent. However, every day we find another way to improve how we

do business. And as we at the Department of Defense's Office of Acquisition, Technology and Logistics go through this process of change, we ask ourselves how does this impact our Number One customer—the warfighter? And not only the warfighter of today, but also the warfighter of tomorrow.

AT&L Basic Philosophy

My basic philosophy for my job in AT&L starts with viewing our customers' expectations. And these customers are demanding—or at least they should be—and they expect us to prepare and provide the capabilities they will need to defend America and its interests.

Secondly, as a member of Secretary Rumsfeld's staff, I must also provide timely information, insight, and support to help the secretary better manage the department, and provide his advice to the president.

The Joint Strike Fighter, a next-generation, supersonic stealth fighter, is designed to replace aging fighter aircraft in the United States and United Kingdom, including the A-10, F-14, F-16, F/A-18 and Harrier. Specific JSF versions are being tailored for the U.S. Air Force, Navy, Marine Corps, and Royal Air Force/Royal Navy. Other allied nations also have signaled their interest in the aircraft. *Photo courtesy Lockheed Martin.*

Lastly, those of us in AT&L have a responsibility to the American people, particularly as taxpayers, to wisely invest their hard-earned money in the nation's common defense. Because the American people are clearly represented by the Congress of the United States, we must make sure that the members are well informed of our efforts.

In serving all of these stakeholders, we must first define performance and make decisions using facts; second, align authority with responsibility and assign accountability for success; third, balance the risks and costs of our various choices; and fourth, build business processes that have both agile performance and strong oversight.

To succeed, we must rely on people working together in complex processes. Therefore, we need to build the capacity of our workforce. We must help them to develop professionally so we can continue to serve our customer even better tomorrow, than we do today. And lastly, we must attract the next generation of talent to these endeavors.

While performing all of these duties within this framework, we must exercise discipline in our processes and oversight so that we can avoid major surprises. Above all, we must demand the highest integrity, and work in an atmosphere of transparency.

New Defense Business Practices to Meet Challenges of Increasing Globalization

I wanted to provide that basic philosophy to give the framework for everything I do in AT&L. As we incorporate these basic principles into our daily routine, we are also mindful of how business at the Department of Defense is changing. And it is changing very rapidly.

The international component of our business has grown dramatically, and continues to expand throughout our organization. Everything we do at the Department, we do with an eye toward jointness and interoperability. Slowly, but surely, we are getting our hands around all that this implies in the modern world.

As we move forward toward this new future of increasing globalization, the department is evolving a set of new Defense Business Practices to reflect the changing times.

Therefore, we are reviewing our business practices in five broad business areas. Those areas are (1) the supply chain; (2) medical readiness and performance; (3) acquisition—and by that, I mean, not just "how do you procure," but go all the way back to requirements, and the management of demand and supply, and then tying it to logistics over time, in other words, "life cycle management";

(4) strategic process integration, which is the bureaucratic way of saying we want to tie planning to resource allocation and execution management; then finally, (5) corporate governance within the modern world. And that is corporate governance within the department, not in the corporate world.

And as we review these five areas, we are applying three overarching guidelines that I'd like to share with you. I will use some examples to illustrate how each of these guidelines is already at work, so you can better understand what is directing our business decisions.

First, we must be responsive to our stakeholders—customers, decision makers, and taxpayers. Second, we must empower accountability. And third, we must work smarter, not necessarily just harder.

It's as much about changing the way we think and what we do as it is about changing what we buy.

With that in mind, I'm going to share with you some of those principles and describe how we are using them in the international community today.

MEADS, a 21st century air and missile defense system under development by Germany, Italy, and the United States, includes a lightweight launcher, 360-degree fire control and surveillance radars, and plug-and-fight battle management command and control abilities not found in current systems. With its enhanced mobility and advanced technologies, MEADS will offer warfighters significant improvements over existing systems.
Image courtesy Lockheed Martin.

Being Responsive to Stakeholders

In regard to being responsive to our stakeholders, we must do what we can to ensure that our money is spent wisely, getting both effectiveness and efficiency. One example of how we are achieving this is through Performance-Based Logistics.

By one set of calculations, America's military spends roughly $80 billion per year on supply chain activity. By anyone's calculation, that is a significant sum. So, how do we assure best value given that investment?

One answer is Performance-Based Logistics. When Performance-Based Logistics, or PBL, is done right, it focuses energy on the necessary outputs and can provide both effectiveness and efficiency.

Industry has done a great job of implementing PBL and delivering results on the battlefield. Systems such as Stryker, Super Hornet, C-17, and J-STARS have all demonstrated historically high mission availability rates in both Operations Iraqi Freedom and Enduring Freedom. Based on those results, we are working with our international partners and allies to investigate the use of PBL on future multi-national systems such as Joint Strike Fighter.

Performance-Based Logistics helps us to work more efficiently, and to also gather the data and facts we need to measure success and uncover roadblocks to our outcome goals. Even more important, we are able to factually report those successes to our stakeholders and work together to remove those roadblocks.

Empowered Accountability

Responding to stakeholders using this important data brings me to the next overarching guideline in our department's review—and that is "empowered accountability."

What this means is that choices and decisions need to be made based on facts, not feelings or impressions; and those choices should be made at appropriate levels. But it requires data, arrayed as useful information, to support knowledge first, and then understanding to meet that challenge.

One way we are achieving this is through Unique Identification, or UID, and its companion technology, Radio Frequency Identification, or RFID. When arrayed through

widely available information systems and networks, users are able to track consumption of a product in both rate and quantity, as well as track maintenance and repairs, thus providing the facts needed to make the right decisions, at the right time, at the right level.

In 2004, NATO launched an RFID cargo-tracking pilot program with Savi Technology to track multinational consignments from Europe to Afghanistan. The NATO pilot project included bar coding, passive and active RFID tags, and Global Positioning System technology.

We are working with not only our NATO allies, but also with other partners to develop and implement this technology. To shape this technology's success, we must work together to create international standards as we go along, rather than adapting later to previously established standards.

Work Smarter, Not Just Harder

As we gather the detailed information that UID, RFID, and other technologies allow, we not only empower accountability and create the database of information to be more responsive to stakeholders, it also enables us to work smarter, not just harder, which is our third and final overarching guideline.

In an era where people are already working hard, the idea of working smarter is the key to future success. And one of the smartest things we can do is to leverage the skills, talents, and military investments of this nation, our allies, and coalition partners.

Joint partnerships, like the JSF and MEADS [*Medium Extended Air Defense System*], are two very good examples. Working with our international partners to pool our research and development investments to decrease individual costs, and then buying together in quantities that bring down price is a very good business concept.

In fact, in 2004 the United States and our partners combined, contributed more than $750 million to these kinds of joint partnerships. Yet we all received the benefit of the total investment. Another key benefit is that joint partnerships also have built-in warfighter interoperability and supportability in the back end of the program.

What this also tells us is that joint and interoperable programs are smart things to do. If America is going to be successful, we not only have to be responsive, accountable, and smart, but we have to do it with our allies and partners in mind.

Together, We Can Make This Happen

In closing, I'd like to say the changes necessary to make us successful are many, but I am confident that our department has the resolve to see them through. Broadly

Photo courtesy IDEEA, Inc.

"My basic philosophy for my job in AT&L starts with viewing our customers' expectations. And these customers are demanding— or at least they should be— and they expect us to prepare and provide the capabilities they will need to defend America and its interests."

together, we can make this happen. I look forward to working with those of you in the audience representing your countries, as well as with those of you here from the U.S. government agencies, industry, and the Department of Defense.

I appreciate your attention this morning. I look forward to strong results from this conference. And thank you for all you do for our warfighters.

The Cultural Sources of Acquisition Risk

Part II

Christopher S. Roman

In Part I of this article (*Defense AT&L*, September - October 2005), I argued that acquisition risks can be perceived through multiple lenses and that a cultural lens can often expose the underlying root causes of program risks. To substantiate my argument, I explored the first three of seven features of acquisition culture that are implicated in program risk: the reification of risk, the unreality of schedule, and the pretense of a stable requirements baseline. In Part II, I discuss the remaining four culprits. The consideration of all seven aspects is a starting point for cultivating a keener cultural viewpoint of the system in which we must work and succeed.

The Avoidance of Adequate Reserve

Norman Augustine, the former CEO of Lockheed Martin, observed in his 1996 Woodruff Lecture:

The difference between a great manager and a good manager is reserves. With virtually all of the problems I've discussed, we find people who are operating under pressures related to time or money or both. Under such circumstances, there is a tendency to err on the side of whatever keeps the project on time or on budget—and this can be disastrous, as demonstrated by the Kansas City hotel walkways and the Challenger events. … It seems clear that managing under uncertainty means managing with reserves. Financial reserves, schedule reserves, and performance reserves.

A lot of us agree with Augustine, yet our acquisition culture is designed to severely limit reserves. Industry students in DAU's PMT401 course consistently report that a management reserve of 10 percent is the upper limit that their corporate management will tolerate; there seems to be a belief that higher reserves would render them uncompetitive. Yet it seems clear that the amount of management reserve should reflect perceived uncertainties and risks, which may justify more than 10 percent.

Government PMT401 students report that they can't keep any reserve at their end. If they are fortunate enough to have a reserve—for example, when the amount of contract award is less than what was budgeted—it is quickly swept away by other, under-funded programs.

One reported response is, "Build reserve in"—that is, design the work breakdown structure and the constituent work packages with sufficient funds to address contingencies, should they occur. The problem with this approach is that the reserve is implicit, scattered, and, therefore, difficult to access, allocate, and control.
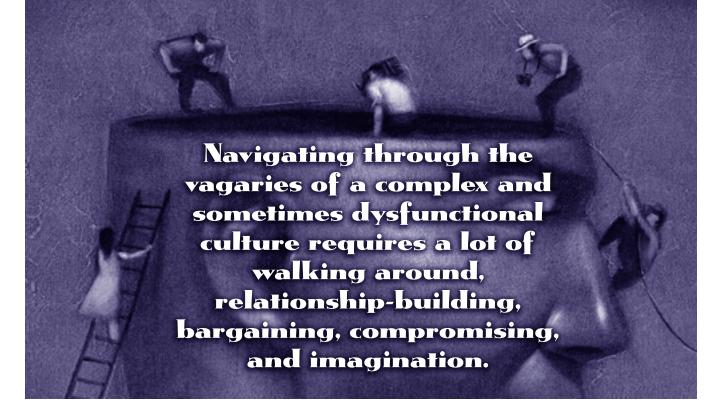
Numerous classroom discussions on this topic have suggested to me that program reserves actually take four distinct guises:

1. Confidence Reserve. An 80 percent confidence level dictates significantly longer schedule and higher cost than a 50 percent confidence. The higher confidence is a kind of reserve. The higher the required confidence, the more contingency time and contingency dollars are factored in.
2. Reserve between threshold and objective. As long as the plan is to fund and schedule for objectives, then the difference between threshold and objective is a reserve available to the PM.
3. Government PM's reserve—funded versus obligated. When the winning bid is less than the government budgeted for, the difference is a potential reserve, but only if the PM can hold on to this excess money.
4. Contractor's management reserve. The contractor will set aside, from the money that the government obligates, a certain amount for reserve.

The problem is that all four kinds of reserve seem to be in chronically short supply.

1. Confidence levels tend to be overstated at program inception, and when confidence in schedule declines, rather than replanning for higher confidence, the program may limp along with little chance of making its commitments.

Roman is a professor of acquisition management at the Defense Acquisition University. He has held a succession of acquisition jobs in the information technology career field. He holds a doctorate in information and decision systems from The George Washington University.

Navigating through the vagaries of a complex and sometimes dysfunctional culture requires a lot of walking around, relationship-building, bargaining, compromising, and imagination.

2. Thresholds may be substituted for objectives early in the program, erasing the reserve.
3. Funds not obligated are taken away.
4. The contractor uses its reserve to solve problems early in the program.

It is a seeming dysfunction of our acquisition culture that we can all agree with Augustine on the one hand, but cannot follow his advice on the other.

One avenue for future research is to compare the use of reserves between the United States defense acquisition system and that of Australia. In Australia, program managers are entitled to build a 20 percent level of reserve into their acquisition budgets, and the culture is such that that reserve is quarantined against other use. Research might reveal quantifiable benefits of the Australian system that would suggest useful changes in the U.S. system.

Substantial Overtime as Standard Practice

Visit any high-visibility, ACAT I or II program office, and you will see the staff working extraordinarily long days. For many, a 50- to 60-hour week has become an established routine. The thinking often goes, "The office is understaffed, and the workload is growing. There's no alternative but to roll up our sleeves, brew some more coffee, and work late." This work ethic goes largely unchallenged. There appears to be a widespread belief in the acquisition culture that long hours go with the territory.

The cultural subtlety that may be overlooked is the extent to which this belief becomes self-fulfilling. Over time, schedules may implicitly assume 50-hour weeks. Over time, people may become accustomed to forfeiting use-or-lose vacations. And over time, it may become routine for people to think, at 10 a.m., "I don't need to work on that task right now. After all, I'll still be here at seven tonight, and I can work on it then, when things are quieter."

It seems to me reasonable to ask to what extent the 50-hour week is a cultural convention rather than a requisite reality? One avenue for future research would be to experiment with 40-hour offices—offices where the lights are turned out at 6 p.m., and the people forcibly ejected. Would such an office necessarily underperform its 50-hour brethren? Or is it possible the 40-hour office would adapt and get the work done anyway?

If a formal experiment is infeasible, researchers might identify acquisition programs (in other nations or industries) that discourage overtime then perform cross-cultural comparisons with U.S. defense acquisition. If such comparison revealed little difference in success, it might suggest that overtime in our culture is more of a self-fulfilling belief than a necessity.

Denunciation of Pessimists

It's clear from both our PMT401 case studies and the spirited student discussions that ensue, that the ACAT I or II program office is no place for a pessimist. Perhaps more than any other quality, a can-do attitude is prized in such milieux. The problem is that a pervasive can-do attitude feeds people's tendency for optimistic estimation. In *Smart Choices: A Practical Guide to Making Better Decisions*, Hammond, Keeney, and Raiffa demonstrate that people habitually harbor exaggerated confidence in their own abil-

ities to estimate and to perform. This phenomenon explains, for example, why 90 percent of the workforce considers itself to be in the top 10 percent of performance.

When the same bias enters acquisition plans and schedules, it can be toxic. The problem is that an optimistic bias is so ingrained in the culture and into human nature itself, that it is hard to recognize and remove. A credible pessimist is perhaps the best antidote.

One class of projects seems to self-correct against optimistic bias. I call them "drop-dead projects." Projects that have an absolute drop-dead date that it is logically impossible to extend (spacecraft launch windows and repair of Y2K software bugs are two that come to mind) will temper optimism and trigger a sober, realistic appraisal.

An avenue for future research might be to compare drop-dead programs to conventional ones, especially with respect to how pessimistic views are tolerated. Does tolerance of pessimism result in more accurate plans and schedules?

Slipping in Chunks

Our tolerance for unreal schedules (see Part I) seems to guarantee that when reality finally does catch up, we won't slip the program schedule slightly but will restructure the program and delay delivery by six months or more. At the same time, it seems a matter of simple logic that a defense acquisition program gets six months behind by slipping a week at a time.

In the PMT401 cases that deal with restructuring of programs, the slips in schedule and the overruns in budget come in large, tectonic, earth-trembling chunks. Why is it that the defense acquisition culture seems to accommodate large quantum slips but won't acknowledge the week-long slips of which they are composed?

Our acquisition culture often admonishes PMs not to hide bad news but raise it quickly to the attention of higher management and other stakeholders. Yet at the same time, a week's slip (or two or three) in schedule doesn't seem to meet a culturally implicit threshold for replanning and advising program stakeholders. Six (or eight or 10) months rise to the occasion and will trigger the reporting of bad news to all concerned.

This phenomenon also relates to the prevalent spirit of optimism within a program office, which may lead the people to conclude that a delay of a week or two can be overcome during the months ahead (even though historically it rarely is). Only when the weeks add up to a substantial slip and it's extremely unlikely, if not impossible, to overcome the cumulative delay, does the bad news come out.

This might just be a harmless peculiarity of our culture, except that as we embrace systems-of-systems as the backbone of network-centric warfare, slippages in one program are the concern of many other programs. The Joint Tactical Radio System (JTRS) stands at the nexus of many weapon systems' implementation plans. So a slip in the delivery schedule for JTRS has long-reaching ripple effects. When a program's slippages emerge only in large chunks, it is severely disruptive to other programs that depend on it.

Researchers might consider finding and studying acquisition programs in other venues, such as foreign nations or commercial industry, that allow for replanning in smaller increments (slipping a week or two at a time). What benefits (if any) arise for the visibility and control of such projects? What detriments (if any) emerge?

It's the Culture

"It's the culture, stupid." Bumper-sticker wisdom, perhaps, but that phrase may synthesize a key learning outcome of DAU's case-based course in defense acquisition.

I think one reason that students value their 10-week experience in PMT401 is that our cases expose sometimes subtle inconsistencies, foibles, fallacies, and other dysfunctions that lace the cultural landscape of defense acquisition. A case may expose a cultural assumption that has gone largely unquestioned and serve it up for questioning. Or it may highlight a practice that people undertake automatically and ask if there is a better way. Or it may describe a decision maker's tough call and ask if there was a way to reframe the problem so that a different option would emerge. In each instance, the culture of the acquisition system is under the microscope. In the process, our students learn to prepare for the potholes of defense acquisition culture before driving into them. They also learn how to adapt to cultural shocks as they occur and how to influence positive change in the acquisition culture over time.

I've also concluded that as long as important acquisition risks are rooted in the culture of defense acquisition, program management will remain largely an art. Navigating through the vagaries of a complex and sometimes dysfunctional culture requires a lot of walking around, relationship-building, bargaining, compromising, and imagination. Part of our job as educators at DAU is to help students master this art.
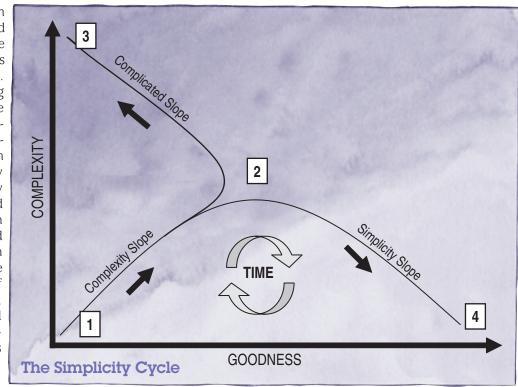
The Simplicity Cycle

Simplicity And Complexity In Design

Maj. Dan Ward, USAF

Albert Einstein and Henry David Thoreau were kindred spirits in many ways. They were both towering geniuses, each with the unique and intriguing eccentricities that tend to accompany people with such extreme mental gifts. They were both tremendously curious about the world around them; they both worked as teachers; and both left indelible marks on the world. And despite the vast scale and scope of their chosen fields of study, they both had a profound appreciation—and need—for simplicity in their lives as well as their work.

The Simplicity Cycle

Thoreau is famous for challenging his readers to "simplify, simplify, simplify." With slightly more nuance, Einstein opined that "everything should be made as simple as possible, but not simpler."

However, to simply say simplicity is important is rather … simplistic. There's a lot more to it than that, so we're going to take a tour of something I call "the simplicity cycle."

Simplicity 101

From naive simplicity we arrive at more profound simplicity. Albert Schweitzer

The simplicity cycle is a teaching tool I developed to illustrate the typical progress of a system design, academic discipline, or technology development program as it progresses from conception to maturity. The simplicity cycle highlights a typical path for any number of activi-

ties and illuminates a few key design myths and pitfalls on the way. We will examine it one piece at a time, then put the pieces together.

We begin with a blank x-y chart where *complexity* increases along the vertical y-axis and *goodness* along the horizontal x-axis. Goodness is a general term that means slightly different things depending on the application and context. If we are talking about a technology or a system, goodness represents operational functionality or utility; for an academic discipline, it represents increased understanding; and for system design, it reflects design maturity.

Region 1: The Region of the Simplistic

One, two, buckle my shoe. Traditional nursery rhyme

The journey begins in the lower left quadrant of our x-y chart above: the *Region of the Simplistic*. Here, complexity and goodness are both low. In mathematics, this is where we discover numbers and encounter things like 1 + 1 = 2. In aircraft design, it's where we make paper air-

Ward *is assigned to the Air Force Research Lab's Information Directorate. He holds degrees in electrical engineering and engineering management and is Level III certified in SPRDE and Level I in PM, T&E, and IT.*

planes. In other words, this region is where a foundation is laid for all the progress and work that follows.

From the simplistic vantage point, it is sometimes difficult to tell the difference between subsequent regions because our understanding of the road ahead is too simplistic. Not to worry, we usually don't usually stay here for very long.

The Complexity Slope

I have yet to see any problem, however complicated, which, when you looked at it in the right way, did not become still more complicated. Poul Anderson

As you learn and develop, new elements are introduced, and complexity increases. Fortunately, these new elements add utility, functionality, or maturity, so goodness also increases. This corresponds to movement from the bottom left quadrant towards the middle of the chart.

Progress along this slope—the *complexity slope*—can be described as learning and creating. In a word, the slope is about genesis. For mathematicians, our use of numbers and simple addition grows to include things like multiplication, division, and algebra. Now, rather than $1 + 1 = 2$, we are working with $Y = mX + b$, which requires (among other things) the introduction of elements beyond numbers. The complexity of our output has increased. And so has the goodness because we can do things with algebra that we can't easily do with arithmetic.

For system designers, travel along this path involves adding new pieces, parts, and functions. Aircraft designers leave paper airplanes behind and move on to scale models, wind tunnels, and operational prototypes. The transition from paper airplane to operational prototype results in the ability to do more, whether that be to fly longer and higher, to carry more weight, or simply to land without crumpling. It is reasonable to conclude the increased goodness/utility/maturity is largely the result of the increased complexity.

That brings us to one of the primary myths of complexity—a common but erroneous belief that complexity and goodness are always proportional, and an increase in one dimension equates to an increase in the other. More pointedly, there is a misperception that increased complexity actually *causes* increased goodness. As we have already seen, this is partially and initially true—but only to a point. Eventually we arrive at the second region, and our trajectory must change.

Region 2: The Region of the Complex

A complex system that works is invariably found to have evolved from a simple system that works. John Gaule
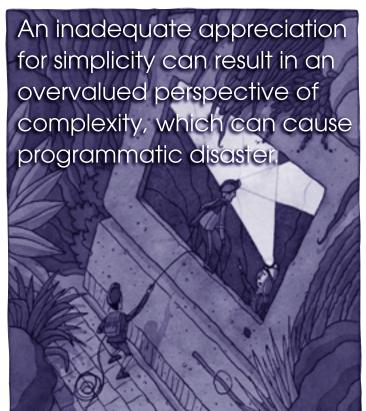
In the second region (located in the center of the graph), complexity and goodness have achieved a critical mass. This is the *Region of the Complex*. In practical terms, the number of elements involved have substantially increased beyond the original simplistic situation, and a meaningful degree of functionality and maturity (a.k.a. goodness) has been demonstrated.

To continue building on the aircraft example, the Wright Flyer fits in this category quite nicely. It was a rather complex machine and required a fair amount of effort and maintenance to keep it aloft. Its creation was primarily the product of genesis and learning as new information was produced and new functions and elements were added to earlier designs. It also demonstrated a wholly new ability: manned flight in a heavier-than-air vehicle. Thus, it can be said to have a moderate degree of both complexity and goodness. For that matter, the current fleet of NASA's space shuttles probably resides in this region or perhaps slightly up and to the left of center.

Operations in Region 2 typically involve a nontrivial amount of effort and strain. Significant resources, either mental or physical, are usually required. If you are working hard to create a design, solve a mathematical problem, or perform a similar task, chances are you're here.

As we enter this region, we have reached a crucial point where complexity and goodness are no longer proportional. Any substantial *in*crease in goodness actually re-

> An inadequate appreciation for simplicity can result in an overvalued perspective of complexity, which can cause programmatic disaster.

quires a *decrease* in complexity. That is, improved utility or increased understanding requires some amount of *simplification*—represented by downward movement along the y-axis.

There are actually two paths out of this region, and neither follows the earlier trajectory of increases to both complexity *and* goodness. From this point on, the two axes have become inversely proportional, so an increase in one drives a decrease in the other. One pitfall that designers, engineers, and academicians may fall prey to in this region is the belief that continuing to increase complexity automatically leads to increases in goodness. That view leads us to the upper left quadrant of the chart.

> The idea is to prune and pare down the design, reducing it to the essential components, each of which is able to freely operate with minimal friction and maximum contribution.

Region 3: The Region of the Complicated
Something of true value does not become more valuable because it becomes complicated. Donald Curtis

"Complex" and "complicated" may sound similar, but they are in fact two very different beasts. Complexity is often essential. Certain topics, issues, and missions are inherently complex—and there's nothing wrong with that. But complicatedness involves *unnecessary* complexity. It's caused by the addition of non-value-added parts, of gears that turn without reason or grind agai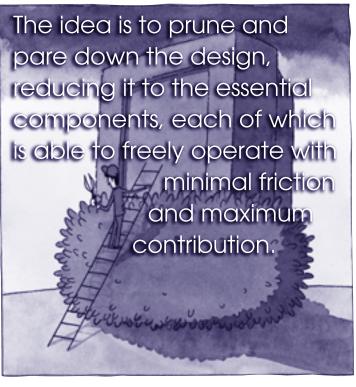nst other gears. Generating new-and-necessary elements moved us to Region 2. Generating too many parts leads to Region 3: the *Region of the Complicated*.

Increasing complexity beyond that required to reach Region 2 actually represents a decrease in understanding, design maturity, and functional utility. It's a step backwards along the x-axis, though some people may take misguided comfort in the positive movement along the y-axis. Think of it as achieving "the complexity on the other side of understanding," often caused by overthinking a problem.

A brilliant young lady of my acquaintance described this region as "the smarter you are, the dumber you get." That absolutely nails it because it highlights the illusion that complexity and goodness are always directly proportional. Moving in this direction (toward the upper-left quadrant of our chart) is not a question of getting smarter—it is a

question of simply producing a more complicated output. Here we find the learned academician who everyone assumes is brilliant because nobody can understand a word he says. In fact, his academics may simply be complicated and have very limited goodness.

I suspect many of the problems faced by beleaguered aircraft like the B-1 and V-22 were at least partly caused by the fact that their complexity exceeded their goodness, so they floundered around in the Region of the Complicated. That is precisely why this cycle matters to program managers and technology developers. An inadequate appreciation for simplicity can result in an overvalued perspective of complexity, which can cause programmatic disaster.

Incidentally, the B-1's operational goodness improved substantially once it moved towards increased simplicity, and the V-22 appears to be moving in that direction as well, according to an article in a recent issue of *WIRED* magazine. Movement toward the lower right quadrant is precisely the path one should take when leaving the Region of the Complex.

It should be noted that the upper right quadrant of the x-y chart is unreachable. An extremely high level of complexity and an optimized degree of goodness are simply not compatible. A system, process, design, or discipline that appears to be in this fairy-tale region actually resides in the Region of the Complex (center of the chart), and has the potential to increase its goodness only by decreasing its complexity.

The Other Side of the Mountain: The Simplicity Slope
Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity. Charles Mingus

The ideal path out of the Region of the Complex is down and to the right, in the direction of increased goodness and decreased complexity. However, to begin moving in this direction requires us to learn some new tools … and forget some old ones. In place of learning and genesis, which served us well on the trip between Simplisticness

and Complexity, we must now master a toolset that includes things like *unlearning* and *synthesis*.

At this point in the journey, the necessary tasks do not involve creation of new elements, but rather the integration of existing elements or even the removal of some elements. The process requires the abandonment of certain behaviors, principles, and activities that brought the current level of goodness because to continue using them has become counterproductive.

The idea is to prune and pare down the design, reducing it to the essential components, each of which is able to freely operate with minimal friction and maximum contribution. As software guru Eric Raymond explains in *The Cathedral And The Bazaar*, "Perfection [in design] is achieved not when there is nothing more to add, but rather when there is nothing more to take away."

One of the laws identified in Genrich Altshuller's *Theory of Inventive Problem Solving* (a.k.a. TRIZ) is the Law of Ideality. This law states that as systems mature, they tend to become more reliable, simpler, and more effective—more ideal. Further, the amount of complexity in a system is a measure of how far away it is from its ideal state. In fact, upon reaching perfect ideality, the mechanism itself no longer exists. Only the *function* remains. This path to maturity describes movement towards Region 4.

Region 4: The Region of the Simple
Out of intense complexities, intense simplicities emerge. Winston Churchill

Elegant, graceful, streamlined solutions are to be found in the bottom right quadrant of our graph, the *Region of the Simple*. Einstein's famous $E = mc^2$ equation is an example of life in the fourth region. There is tremendous complexity behind it, but the equation itself is at once profound and breathtakingly simple. There is something profoundly Zen-like about the goings-on in this region, and the individuals who abide here tend to have many attributes of Jedi masters.

In terms of aircraft, the streamlined, high-performance F-16 really takes the cake (notwithstanding the inevitable attempts, throughout the years, at gold-plating the initially minimalist design). In the world of consumer electronics, the ubiquitous Apple iPod combines extremely low complexity with an equally high goodness quotient, placing it squarely in this area.

This is the region most good system designers aspire to enter. However, the simplicity in this region is built upon an essential foundation of earlier complexity. One cannot often jump directly from simplistic to simple, skipping the complex entirely. The initial increase in complexity established a foundation and is as crucial to

maximizing goodness as the later decrease in complexity.

What Comes Around, Goes Around
Complexity is another word for simplicity unfolding in time. Cliff Crego

There is an old Zen koan that poses the following question: "How do you proceed from the top of a 100-foot pole?" That is the question we must ask upon reaching Region 4. The optimal path out of this region involves yet another trajectory change, and we find ourselves traveling along a slope that runs parallel to the earlier complexity slope. This means increasing complexity once more as a means of establishing a corresponding increase in goodness. However, we must avoid the orthogonal *complicatedness* slope, which would take us up and to the left.

This means increasing complexity—once again using the opposite of the activities that moved us along the previous slope. The trick is to avoid complexity for complexity's sake and to accept only those additional elements that provide a corresponding bump in goodness. We might picture a sinewave leaving the region of the simple and extending out to the right. Where does it stop? I'm not sure it ever does.

Elementary, My Dear Watson!
Seek simplicity, and distrust it. Alfred North Whitehead

Mere simplicity, defined as a state of low complexity, is seldom adequate for the academic, systemic, operational, and organizational activities we pursue each day. And yet simplicity in speech, in design, in understanding, and in operations is essential to optimal performance. This is no paradox, once we are able to see the distinctions between simplisticness and simplicity and the ways both relate to complexity and complicatedness.

The journey of design, like any journey of discovery, involves both genesis and synthesis, learning and unlearning. True mastery comes from discovering "the simplicity on the other side of complexity" and then understanding that forward progress requires complexity to increase once again.

It's just that simple.

The Dark and Dastardly Program Manager

Acquisition in a Mirror Universe

Michael G. Brown ▪ *Lt. Col. Kenneth E. McNulty, USAF*

Iwas lying in bed a few nights ago, watching the 11p.m. news and still reeling from reading "The Rogue Program Management Art of War" in the May-June 2005 issue of *Defense AT&L*. That was good stuff, and I was wondering how to apply it to my program. I slowly drifted off to sleep then woke with a start in …

Bunko World, a mirror universe that is opposite of ours, where the Dark and Dastardly Program Manager is the paragon of success.

My new life as a Bunko World PM faced with delivering systems to the warfighter (before the next millennium rolls around) has its challenges, but they're not so different from the ones in the world I'm used to: increased interest from congressional oversight committees; Office of the Secretary of Defense integrated product teams;

Brown and McNulty are acquisition program managers in the Air Force Acquisition Center of Excellence and graduates of the DSMC Advanced Program Management Course 02-2 and 94-2 respectively.

Service-level review teams; and the local news media. Everybody smells fresh meat and wants in on the feast.

The New Rules

The first person I meet is—fortunately—a successful D&D PM, who reluctantly shares techniques to help me keep my Bunko World program out of the spotlight and on the path to success.

"Following these steps won't ensure that something gets to the warfighter," my new guide tells me, "but it will keep the program alive and give you a sterling career. So listen up.

"Low-ball the estimate to get the program started. This is a bidding war and the lowest man (or woman) wins. Increased cost and schedule can be addressed in the future—preferably after the contract is signed and a senior leader has spent a vast amount of political capital supporting the program.

Illustration by Jim Elmore.

"Avoid lengthy planning, but vehemently defend your program as being well thought out. Have a summary PowerPoint® briefing to prove the point. They don't need to know that's all the planning documentation you have.

"Use the latest buzzwords and catch phrases. They may be meaningless, but the policy staff will be putty in your hand.

"Get started early. Use whatever resources are available to begin work. Going through the lengthy milestone review process has killed many a program. Be innovative; lab science and technology programs are great places to get sticky information technology efforts under way.

"Don't let the policy wonks start throwing statutory and regulatory requirements at you. Haven't they heard? Rules don't apply because you're different.

"Avoid providing clear direction when ambiguous general guidelines will do.

"Deflect blame. There's a reason they provided you an experienced/capable staff. When things start going wrong, don't be afraid to put the blame where it needs to be: staff, contractors, engineers, testers, chain of command, headquarters, professional staffers, other programs.

"Remember, it's never *your* fault—they keep taking your money, and withholds ruin your spend plans. If all else fails and you overrun the contract, claim that you always thought the numbers in the original estimate were accurate.

"Avoid all decision meetings. Send the lowest-ranking person in the office or a support contractor if necessary. This gives you breathing room and permits you to convolute issues to your benefit.

"Create confusion. Keep multiple books. As the old saying goes, "Figures lie and liars figure." There's no reason to provide a complete picture when a snapshot justifies your position.

"Hide the bad news. If forced to tell the truth, make sure it's on slide 54 in a 100-chart brief—and make sure it's the deputy giving the brief. Bigger is definitely better!

"Exaggerate the status of your program. People naturally tend to believe the first thing they hear, even if it's wrong. Make the naysayers prove you wrong.

"Your program is complex. You must save the headquarters staff from themselves. Remind yourself that discreet stonewalling is in your Service's best interest.

"Avoid using e-mail. It can be taken out of context and used against you by hacks who want to destroy your program—and your program is the hope of your department, so it must be protected.

"Rebaseline. You're never in the red if you rebaseline your program. This is especially important prior to milestone reviews."

We're Not Done Yet

I'm starting to realize that there's a lot to learn if I'm to be a top PM in Bunko World. But my D&D PM buddy hasn't finished.

"Get your strategy approved at the highest level possible before you brief your chain of command. You want them to know firsthand before it all gets changed through the staffing process.

"Information is power. Hoard it at all costs.

"When you need help, go to multiple sources and give as little background information as possible. This sets you on the path to get the answer you want.

"Always let it slip that your program is one of the chief's top priorities.

"There's good reason to take the well-traveled road. Somebody else already hit all the land mines.

"If your program comes under inspector general review, make sure you get to the inspectors first. Remember, it's not good to be the last person standing when the music stops playing.

"Anyone can make a program look good for two years. Make sure you're gone after two.

"Adhere to these maxims and you will be a force to be reckoned with," concludes my Bunko World PM pundit.

Back to Reality

Huh? What? I'm suddenly awake, abruptly nudged by my spouse. Probably just as well—my dream was turning into a nightmare. "Those are stunts no program manager with integrity would pull," I thought. "Couldn't happen in our world ... could it?"

I drifted back to sleep with a new mission in life: to keep my program on track and make darn sure nothing from the Bunko universe ever shows up in it.

The authors welcome comments and questions. They can be reached at michaelg.brown@pentagon.af.mil and kenneth.mcnulty@pentagon.af.mil.

Human Capital Digital Dashboard

NAVSEA's Future Method of Measuring Community Health

Matthew Tropiano Jr.

What if, in one view, you could: spot your short-term critical staffing shortages; your long-term health concerns including tools, standards and processes; where you lack the right skills and the right number of crucial personnel? What if you could predict how many engineers you're going to need, where you will need them, and what critical skills they will need to possess?

The Human Capital Digital Dashboard (HCDD) is giving the Naval Sea Systems Command a Web-based "precision-strike" human capital strategy tool that enables NAVSEA's leadership and technical authorities to quickly locate the engineers assigned to a given function or ship system and assess their leadership abilities, mission capability, and technical documentation health. [*Editor's note: An executive dashboard is a Web-based application that gives a graphic representation in meter, chart, or graph format of complex and usually hidden organizational data.*]

Sample Human Capital Digital Dashboard Reports

Warrant Area Problems

- ● Vacancies: EM – ATFP Access Control
- ● 1 of 7 Tech Standards Assessments Complete
- ● 3 EMs within year of age 57
- ○ 11 of 19 Technical Standard Assessme...
- ○ 18 of 34 Leadership Assessments Com...
- ○ 17 of 23 Mission Competency Assessm...
- TWH Notes:
- ● Inadequate armor for patrol vessels in f...
- ○ Improve situational awareness for Fleet...

Demographics

	Filled/Vacant
Technical Warrant Holder	1 0
Engineering Managers	21 1
Lead Engineer	45 0

Age
Age Level
Grade Level
Education
Grade Level
GS-11+ GS-13 GS-14 GS-15+

Contractor   369.50

Long Term Health Metrics

7/8 Lead Engineers — 3.8
Expertise 6/9 — 3.4
Engineering Managers 3/14 — 2.5
Capacity 8/9 — 3.6
Leadership Skills 3.1
Mission Capability 3.3
Overall 3.4
Technical Documentation 3.8
Technical Warrant Holder 1/1 — 3
Alignment 3/5 — 3
Processes 8/9 — 3.9
Tools 2/3 — 4.6
2.9
1/7 Technical Standards
Assessments Completed
Assessments Required

46 Assessments of 76 Required Completed within Last 12 Months

HCDD enhances NAVSEA's responsiveness in the face of emergent problems and helps the Navy to find people with the right expertise when the need arises to equip the engineering workforce in particular areas of knowledge, skills, abilities, and experience. Overall, HCDD provides an accurate picture of technical authority and accountability within the NAVSEA engineering line of business.

Tropiano is program manager for Naval Sea Systems Command's acquisition intern programs and Dashboard Project. He holds a bachelor's degree in electrical engineering, a master's in religious studies, and a master's in business administration.

Technical Authority and the Impact of Downsizing

"The most important thing we do at NAVSEA is overseeing Technical Authority. Technical Authority is that intellectual capital that allows you to operate the Navy safely, to operate equipment and systems the way you should, to maintain standards … but it is also critical if you are going to be a peer of industry." Those are the words of Vice Adm. Phillip M. Balisle, former NAVSEA commander.

Technical Authority is the process by which NAVSEA assigns authority, responsibility, and accountability to es-

tablish, monitor, and approve technical products and policy. Essentially, technical authority establishes the "go to" persons—the authoritative experts for the field and fleet.

Technical Authority was implemented to address the potentially precarious situation in which technically driven agencies like NAVSEA and NASA found themselves during the downsizing of the late 1980s and early 90s. The downsizing left the agencies with not only a reduced work force, but also a reduction in their mission-critical competencies. Agencies downsized across the board without adequately addressing the essential competencies needed to accomplish their missions.

According to a Government Accountability Office report (GAO - 04 -753): "DoD performed this downsizing [from 1989-2002] without proactively shaping the civilian workforce to ensure that it had the specific skills and competencies needed to accomplish future DoD missions." This shortfall has been recognized, and we see today the emergence of a chief human capital officer and human capital strategy, not only to protect and maintain the mission critical competency areas, but also to develop them for the present and future.
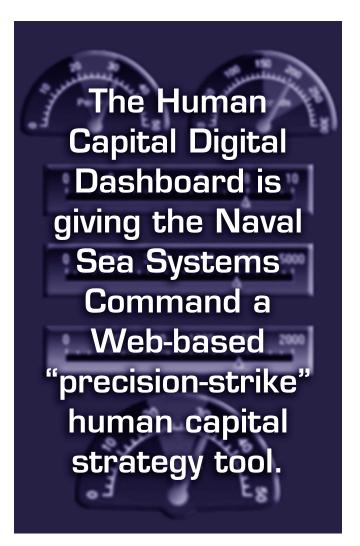
In August 2003, an independent review team (commissioned by Balisle) formed to assess NAVSEA's Technical Authority with a particular emphasis on the problems identified at NASA by the Columbia Accident Investigation Board (CAIB) Report. The CAIB (directed by then Rear Adm. Paul E. Sullivan, who is now NAVSEA commander) found that NASA failed to maintain Independent Technical Authority and pointed out:

Success of the warrant holder system as an embodiment of Independent Technical Authority is limited unless sufficient people with necessary technical experience and depth are available. The requisite cadre of talent must be constantly renewed. Up and coming engineers with appropriate technical and leadership experience, knowledge and skills need to be cultivated to replace existing warrant holders. Gaps in the depth of technical coverage will diminish respect for the concept as a whole and create the potential for unsafe operations.

The mission of the independent review team was to ensure that NAVSEA was not creating problems similar to those identified within NASA.

Development of HCDD
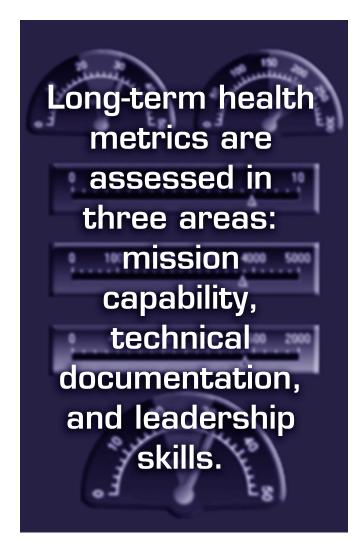
With no adequate metric to measure the effectiveness of Technical Authority and the stewardship of its essential technical competencies, NAVSEA realized that it must define a methodology to assess the health of its science and engineering community and its ability to sustain and grow skills, alignment, and capacity critical to the support of "the current Navy, the next Navy, and the Navy after Next."

The Human Capital Digital Dashboard is giving the Naval Sea Systems Command a Web-based "precision-strike" human capital strategy tool.

Optimally, the methodology would also enable the determination and development of career tracks leading to technical warrant-holder status.

NAVSEA's answer to this mission was the Engineering and Technical Authority Support Network, which now falls under the umbrella of the Human Capital Digital Dashboard. The HCDD encompasses the engineering community and the contracting community, and it is being considered in the financial management, program management, and logistics communities.

The tool was introduced in early 2004 in NAVSEA's engineering and technical authority community, which is aligned in five levels. The top level is the NAVSEA commander—the warranting officer. The second level is the deputy warranting officers who are usually deputy commanders. The three remaining levels of the "pyramid" are technical warrant holders (TWHs), engineering managers (EMs) and lead engineers (LEs). The TWH relies upon support of EMs, and LEs within his or her warranted technical area. The technical warrant structure enables NAVSEA to retain a set of core competencies and technical capabilities in its people, and this tool helps charac-

Long-term health metrics are assessed in three areas: mission capability, technical documentation, and leadership skills.

terize, describe, and summarize the delegation of responsibilities and accountability over specific systems, equipment, standards, tools, and processes. HCDD maps the current state of NAVSEA's engineering capabilities and provides long-term health metrics.

Specifically, HCDD generates metrics in the output of a dashboard visually designed to depict the long-term health of each warranted technical area. The dashboard provides NAVSEA senior leadership with an unprecedented insight into the current state of TWH and engineering capabilities and provides a look at long-term health. HCDD presents a snapshot of the following:
- The alignment of engineers with the technical authority chain of command
- Technical documentation—specifications, standards, tools, and processes
- Demographics—grade, education, and age
- Skills—experience, certifications, and other special abilities
- Health metrics—assessments of leadership skills, mission capability, and technical documentation
- Problem areas—critical vacancies, anticipated retirements, substandard assessments

- Long-term health actions—identified by the TWH who is responsible for maintenance and improvements.

Long-term health metrics are assessed in three areas: mission capability, technical documentation, and leadership skills.

Mission capability indicates the current and future ability of NAVSEA to accomplish its mission and is further divided into three areas:
- Expertise—Does NAVSEA currently have the right skills to accomplish the mission in that technical pyramid? Is NAVSEA developing the right skills for the future?
- Capacity—Does NAVSEA have the right number of skilled people in that technical pyramid? Does NAVSEA have a pipeline to replenish those skilled people?
- Alignment—Do organizational interfaces support effective and efficient engineering? Are NAVSEA's engineers effectively and efficiently aligned within their technical authority chain of command?

The health of *technical documentation* for standards, tools, and processes is assessed for its currency, quality, and liability:
- Have the standards been looked at recently or examined in the past five years? Do the standards need to be updated?
- Can the tools and processes fulfill NAVSEA's mission? Do the tools and processes need to be upgraded?

The *leadership skills* are measured for each TWH, EM, and LE for each pyramid. Are engineers developing the competencies they need to advance in the engineering community and eventually become TWHs? The competencies are:
- Setting technical standards
- Technical area expertise
- Ensuring safe and reliable operation
- Systems engineering expertise
- Judgment in making technical decisions
- Stewardship of engineering capabilities
- Accountability and technical integrity.
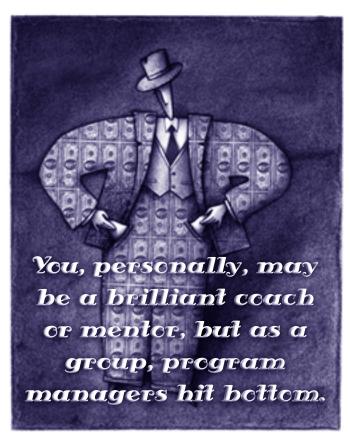
HCDD's Future
At present the HCDD is addressing the needs of NAVSEA's engineering community. The vision and expectation for HCDD is to address and predict needs of all communities—financial management, program management, and logistics—throughout all the Navy's systems commands, for the current Navy, the Next Navy, and the Navy after Next.

Lending a Helping Hand

The Importance of Mentoring

Owen Gadeken

You, personally, may be a brilliant coach or mentor, but as a group, program managers hit bottom.

A s a DAU faculty member, I teach critical and reflective thinking to our students who are, or will soon become, program managers. So I recently decided to take a critical and reflective look at my own 33-year acquisition career. I could never have predicted how, starting out as a young lieutenant in the Air Force, I would end up as a well-seasoned DAU professor. I had no overarching plan ("career acquisition strategy") but instead made a series of short-term, almost independent decisions that included multiple job and role changes as well as geographic moves. These changes took me from research chemist, test engineer, strategic planner, program control branch chief, deputy program manager, program analyst, acquisition policy instructor, research director, education department chairman, to engineering management professor. Several of these

changes took me from a job or role where I was extensively qualified to a new area where I had few qualifications.

With a Little Help from my Friends

As I thought back over each job or role change, what I realized was that none of these changes would have occurred without significant help from other people. In some cases, I asked for the help; in others, it was offered when I had neither requested it nor perceived the need. In all cases, the help proved immensely beneficial and often critical to my successful job transition. Three examples from my early career illustrate this last point.

After four years of active duty in the Air Force, I was faced with a decision to remain on active duty or pursue a civilian career. I'd had some tough bosses and accumulated a series of mediocre officer performance reports. When I sat down for a career counseling session with my boss, Col. "Bob," he was surprised, based on my current performance under him, that I had such a poor record. He said he was "required" to counsel me on the benefits of pursuing an active-duty career, but since the Air Force was winding down from their Vietnam buildup, he felt certain I would likely be caught in the draw-down and either passed over for promotion or riffed. So he offered his candid and personal opinion: that I would be better off making an early move to the civilian workforce. I didn't think much of it at the time, but it took some courage for him to go against the party line and recommend I leave the Air Force. And much later, I realized that it set the stage for my rapid and successful civilian career progression.

Once I decided to pursue a civilian career and apply for jobs at my local base, I had to decide which ones to apply for and how to go about it. My formal education and the bulk of my job experience were in chemistry. Pete, the senior civilian in my office, gave me a quick overview of the civil service application and hiring process as well as the job classifications. He recommended that I look in the 0801—general engineering—career field since it offered more jobs and higher grade levels than those found in the pure sciences. I took his advice and very shortly

Gadeken *is a professor at the DAU Fort Belvoir campus. His current interest centers on helping program managers become effective leaders. He received his doctorate in engineering management from The George Washington University.*

was hired as a GS-11. Again, I didn't think much of it at the time, but seven years later, after four promotions and two geographic moves, I was a GS-15. Much of my upward mobility was the result of the greater variety of jobs and higher grade levels offered in the 0801 job series.

I was planning a clean break from active duty, but while working on my civilian job transition, I was visited by Larry, a civilian operations research analyst from another part of my organization. Larry was also an Air Force reservist, and he strongly suggested I consider staying on in the Air Force Reserve, which I could do on a part-time basis while working full time as a civilian. He explained that in addition to the pay and benefits, I could even qualify for a partial military retirement based on my reserve duty. His logic made sense, and I was able to transfer directly from active duty into the Reserve at my then rank (captain) without loss of even one day of service. Twenty-five years later, I retired from the Air Force Reserve as a colonel after working on a variety of fascinating acquisition-related jobs in six geographic locations.

The three above examples all occurred within a few weeks as I made the transition from military active duty to the civilian workforce. None of these inputs was solicited by me. In fact, I was too naïve to even ask for advice. It was offered for my benefit, and as time has proved, it was of great benefit indeed.

But Enough About Me

My own experiences were a lead-in to the real subject of this article: YOU. Asking for help when you face a difficult problem or career decision may seem like common sense. But human nature often seems to get in the way. Having taught acquisition professionals at DAU for over 20 years, I have found a marked tendency for our students, regardless of their experience level, to *not* ask for help.

There are many possible explanations. The more experienced (and often overconfident) students assume they will be able to solve the problem themselves. They are also reluctant to show any sign of weakness or indecision in front of their fellows. Less experienced or less confident students are reluctant to ask for help since they somehow feel everyone else already knows and they should too. They don't want to ask a "stupid" question in front of their possibly more experienced peers and be ridiculed for it. And sometimes they are simply too shy to speak up in class.

The practical result is that these students would rather keep quiet and fail than admit in the first place that they don't know what to do. That may not be a huge problem in the classroom but it certainly can be in the workplace, where the consequences are real in terms of cost, schedule, and performance on major acquisition programs.

Being an effective mentor can be the most rewarding part of your job.

Don't be too shy or too proud to ask for help when you need it.

On the other side of the helping partnership, most of us are willing to help others—but with two important caveats: We need to be asked, and it must not interfere with our really important priorities. Practically speaking, these caveats almost guarantee that our help will neither be solicited nor effective. The message we often convey is, "I'm busy, so don't bother me."

Don't be too busy to offer your expertise when it's needed. Find others who may not realize they need your help and—without being obnoxious or interfering—offer it anyway.

Doing Your Second Job

Imagine this scenario. Mr. X and Ms. Y are the program managers of challenging acquisition programs. In spite of a staff of military, civil service, and support contractors, our PMs find it a constant struggle to keep up with program priorities and externally imposed changes. They reached their current position of PM because they were good at handling complex problems, often with short time horizons. They have capable staffs but often find it hard to delegate, so they end up taking on too many tasks themselves. After all, the programs are their responsibility, and their reputations are on the line. Sound familiar?

What's wrong with this picture? Well, for starters, there's a mismatch in the priorities. Our PMs are doing their first

job well—keeping the program on track. But what about their second job?

What's that you say? What second job?

Well, the second job of every manager is to develop his or her people. There is no evidence in my scenario of that taking place. So what will happen when Mr. X and Ms. Y move on to bigger and better things? "Not my problem," they may say. Well, if not theirs, whose problem is it? It becomes the problem of the people they leave behind or the ones who come in to replace them. And what did Mr. X and Ms. Y do to prepare their people to step up to the challenge or to support the new PMs?

While we have no data on current PM performance as mentors, we do have considerable data from our program management students who were preparing to be PMs when they came through our DAU courses. Every student in our advanced program management course was given a 360-degree-feedback report based on workplace feedback from supervisors, peers, and subordinates, as well as the student's own self-assessment. In all, 7,796 completed this assessment between 1995 and 2002. "Coach and Develop" was the lowest-rated skill of the 24 skill factors over this entire time period. This skill factor (and accompanying low ratings) included accurately assessing strengths and development needs of others; giving timely, specific feedback and helpful coaching; and providing challenging assignments and opportunities for development.

There you have it. Our population of program managers is lousy at coaching and developing their people. Of course, you, personally, may be a brilliant coach or mentor, but as a group, we hit bottom.

The Rule of Four

The obvious question is what can we do about this deficiency? Well, "we" as a group can do very little, but each of us as individuals can do something very specific where we work right now. Actually four very specific somethings.

1. Identify promising candidates you would like to mentor.

Many organizations have scrambled to create formal mentoring programs and assign mentors to all new arrivals. But these programs usually turn out to be mediocre and ineffective. At its heart, mentoring is a human skill and as such there needs to be some chemistry between mentor and protégés. So the best approach may still be to do your own evaluation and select your own candidates. Look for people who have both the potential and desire to do more difficult and challenging work. In some cases, you may lack objective data and need to go with your gut feeling. Should the people you mentor work for you? There are pros and cons to this, but mentoring often works bet-

ter with people you don't directly supervise because you have more flexibility in these relationships and are not burdened with the supervisor's formal evaluation role.

2. Spend enough time with those you mentor to make a difference.

Since mentoring involves developing a relationship with your candidates, spending enough time with them to develop the relationship is a high priority. You must get to know your candidates well enough to assess their strengths and development needs. They also need this time to get to know you, observe you as a role model, and see how you can help them. While there are certainly ways you can combine regular work with mentoring, you will still need to set aside extra time to work with your candidates. So it's advisable to limit protégés to the number you can fully support.

3. Arrange for special experiences and developmental opportunities.

Letting things develop in a business-as-usual fashion can limit your impact as a mentor. Remember, you chose your candidates because you thought they had extra potential to advance in both responsibility and rank. So it behooves you to identify opportunities for them to display their potential. These experiences can be as simple as accompanying you to a meeting or site visit, or as complex as creating an entirely new product or service for your organization. Here it's important not to push them too fast or too far afield.

It's never too late to thank those who took time to help you on your road to success.

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4. Give timely and constructive feedback.
Giving feedback is an art and perhaps your most important skill as a mentor. Not all of your candidates' actions and behaviors will work well at first. So you'll be faced with providing candid feedback and coaching your protégés to improve—at the same time making sure they don't get discouraged, or you don't dampen their enthusiasm. The S-B-I model is useful : review the **S**ituation, describe the **B**ehavior you observed, and discuss the **Im**pact. Even with the S-B-I model, there is still great latitude in how much information you provide and how you provide it. Sometimes, to have a real impact, you'll need to repeat your feedback in different ways and at different times. And often, the impact of your feedback will not be evident until long after it was given. Behavior change and skill development take time, so you must be patient and consistent with your feedback.

Being an effective mentor or coach is difficult. If it wasn't, there would be no need for this article. On the other hand, being an effective mentor can be the most rewarding part of your job. After your projects and programs are fully developed and passed on to the field, there will still be people in the system who remember what you did to develop them. And if you did your mentoring job well, they will pass on what they learned—in their own way—to those who work with and for them. That is the true value of mentoring, a process that grows well beyond any individual contribution or accomplishment.

A Final Thought
As I remembered the helping-hand examples I related at the beginning of this article, I was struck by the fact that I never properly thanked the three offerors for their helpful advice. At the time, I suspect I was either too confused or too focused on solving my own problem of military-to-civilian job transition. And I simply didn't realize that these offers of advice and counsel would have such a profound impact later in my career. In a way, this article is an attempt to make up for my lack of appreciation at the time. I have long since lost track of the three individuals in question, but I now intend to make an effort to contact them, share this article, and express my gratitude. And this leads me down the path to the many others who helped me later in my career and who are much easier to contact.

It's never too late to thank those who took time to help you on your road to success.

Hive Mind and Groupthink

The Curse of the Perfect IPT

Lt. Col. Harry J. "H-Man" Hewson, USMC

Okay, brothers and sisters, let's take a look at the model integrated product team working in one of our world-class DoD program offices. You have young, talented, well-educated, well-groomed professionals—a mix of military, government, and contract support people—engaged in some high-tech project that promises to be transformational to the warfighter.

The military crowd is largely composed of technically oriented acquisition professionals who have career-tracked from one systems command or lab to another for the majority of their time in the Service. The government crowd is mostly made up of serious, upper-caste GS types—engineers, logisticians, budget whizzes, and contracts administrators. The contract support bunch is probably former or retired military, there to provide depth of knowledge and experience where the rest of the team comes up short. The team members are very likely to agree on politics and worldview (and anyone who doesn't, knows better than to speak up). The team leader is an O-5 or O-6 overachiever, driven to keep the program on track through its milestones and get the product to our boys in Iraq, so they can use it to finish off this fight once and for all and come home in time for the victory parade.

They are a purpose-driven team. They share a common goal and a common culture. They believe in what they are doing.

They also believe their own BS.

The program is behind schedule, over budget, and coming up short on performance parameters. The operational testers are reporting serious effectiveness and suitability issues. The Service's program objective memorandum working group is eyeing the program's budget exactly the way a

Hive mind: "A form of collective consciousness strongly exhibiting traits of conformity and groupthink."

Wikipedia

Hewson is the program manager of NAVAIR's CH-46 helicopter program. When not on duty, he can occasionally be seen wearing sandals.

pit bull eyes a t-bone steak. Neutral stick and opposite rudder won't help the spin that this program is in. It's time to ride the silk. Eject, eject, eject.

What's the Problem?

Sound familiar? The DoD is rife with programs that fit this description, and no Service is particularly better at producing them than another. We are jointly capable of running bad programs. And while there is a long list of reasons why programs fail, somewhere on each team's list should be a note about its composition because across the DoD, our organization and management of people tend to set us up for disaster.

Which brings me to hive mind and groupthink.

Hive mind, says Wikipedia, is "a form of collective consciousness strongly exhibiting traits of conformity and groupthink." *Groupthink*, according to psychologist Irving Janis, who coined the term, is "a mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members' strivings for unanimity override their motivation to realistically appraise alternative courses of action." Each term shares the common roots of conformity, unwillingness to dissent, and self-censorship. Combined, they form a noose around the neck of any cross-functional team, producing shallow thinking, flawed reasoning, and bad decision making.

Military and government service, particularly in the weapons systems acquisition communities, tends to appeal to a certain type of person. You don't get many artists, or amateur rock musicians, or neo-beat poets. Patchouli-wearing peaceniks and anti-World Trade Organization anarchists usually don't make the cut. There are very few big-wave surfers, half-pipe skateboarders, or budding concert pianists in the ranks. We are a fairly homogenous, left-brained community that does not strongly value artistic creativity, spontaneity, individualism, or imagination. We suppress dissent like a HARM missile suppresses radar. We tend to be a fairly self-righteous lot, convinced of our purpose and mission. We are a little uptight and very defensive about our programs. All of which makes us good fertile agar for the insidious culture of hive mind and groupthink.

Fighting Back

So how do we, as leaders and members of high-performance IPTs, recognize and avert these destructive conditions? There are some easy, local things we can do to avoid hive mind, groupthink, and the long list of their genetic cousins.

First, recognize and understand the fact that hive mind and groupthink are always lurking in the shadows and are ultimately destructive. Make everyone on the team aware, and make it clear that such tendencies must be battled.

Second, work to create a climate that values dissent. Appoint a devil's advocate. Open up discussions and demand well-reasoned discourse from every team member. Encourage rational arguments. Engage and provoke people, and demand that they do the same.

Third, when making hiring decisions, look for the outliers. You know who these people are. They're the organizational weirdos who tend to take up a lot of your time with their side issues and interpersonal problems. Often they don't work well with others. Perfect! Find the kernel of genius in these folks and use it.

Finally, reinforce your ties with the end users: the soldiers, sailors, airmen, or Marines who are relying on your product in actual combat. Plumb them for ideas, and bounce your concepts off them. Learn the ground truth for yourself so that you can keep the team headed in the right direction. An infusion of operator skepticism will help cut through the program office BS every time.

Hive mind and groupthink are the antithesis of critical thinking. As professionals entrusted with turning tax dollars into effective weapons systems, it's really our responsibility to make sure that we recognize the risk and control for it. You all agree, right?

Right?

Groupthink: "A mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members' strivings for unanimity override their motivation to realistically appraise alternative courses of action."

Irving Janis

The author welcomes comments and questions and can be contacted at harry.j.hewson@usmc.mil.

Success in Project Management

The Lighten Up Approach

Wayne Turk

Project managers as a group seem to take themselves way too seriously. That's understandable. They have to deal with unreasonable expectations, unrealistic schedules, unworkable budgets, too few resources and crises that seem to pop up on a daily basis. You have to question why anyone would want the job and the stress level that goes with it. One way to deal with that stress, though, is to add a little bit of humor.

Joel Goodman, in one of a number of articles from the HUMOR Project <www.humorproject.com>, points out that you need to take your job seriously ... and take yourself lightly. He quotes Don Seibert, former chief executive officer and chairman of the board of JCPenney, as saying, "Humor helps you to keep your head clear when you're dealing in highly technical information or difficult decisions where choices aren't that clear." That last part sounds like a typical part of project management to me.

Goodman also says, "You can be a serious professional without being a solemn professional." To illustrate this, he quotes the very successful former manager of the New York Yankees, Casey Stengel. When asked his secret for winning, Casey replied, "The secret of managing is to keep the five guys who hate you away from the four ... who are undecided." Goodman emphasizes that humor can help us to survive— and thrive—at work. I think he's right.

> "You can be a serious professional without being a solemn professional."
>
> Joel Goodman
> The HUMOR Project

In over 30 years of management experience, I've seen that humor can be a lifesaver and even a career saver. Once I lightened up and added a sense of humor, it made a world of difference to my attitude and my health. During my career, I've also collected a few humorous (all right, twisted) rules concerning project management that have helped me keep a sometimes irreverent attitude toward my chosen field. There could be an ounce or two of truth in them.

The Rules of the Game

Mistakes are going to happen on your project, so:
- Never make the same mistake twice in succession. Always make at least one intervening mistake.

Which leads to the corollary:
- When your goal is to keep from repeating a mistake, you are sure to make a doozie.

Turk is a retired Air Force lieutenant colonel and a manager with SRA International supporting National Guard Bureau information technology projects and distance learning classrooms. He has managed projects for DoD, other federal agencies, and non-profit organizations and is a frequent contributor to Defense AT&L.

PUSHING THE ENVELOPES

Here is a story that project managers might want to remember. It's about the three-envelope method of management and problem resolution.

A new PM took over a program. When he showed up, there were three envelopes and a note on his desk. The note, from the previous PM, said, "You will probably run into problems. When you are really stuck for an answer, open envelope number 1."

The new PM wondered, but put away the envelopes. Sure enough, after a few months, a significant problem came up. He remembered the envelopes and opened the first one. The note inside read, "Blame your predecessor. When the next major problem arises, open envelope number 2."

He went to his boss, explained the problem, blamed it on his predecessor, made some changes, and moved on.

After a few more months, another problem arose that was worse than the first, so he opened envelope number 2. The note said, "Reorganize." So he did a reorganization of the project and, sure enough, that fixed the problem.

Our PM was feeling pretty good for a while, but eventually more problems surfaced. The envelopes had done the trick before, so he opened number 3. And it said ...

"Prepare three envelopes."

And when you've made that doozie of a mistake, there is another rule:
- Carry bad news to the boss the day that his promotion is announced. (Don't you wish you could always time it that well?)

There are many articles written about standardization, processes, rules for success, and similar things that could make people believe there is a cookie-cutter approach to project management that will always lead to success. Not true: There is no single approach that guarantees success. In the real world—versus the world of management theory and advice—there are rules concerning projects that you might want to remember.

- Twins occur in one out of every 93 births in humans, but never with projects.
If you try to mimic the last successful project, you are destined to be a chapter in a Lessons Learned book.

You don't want to be held up as a bad example, so treat each project as an individual, unique entity. Yes, there are general concepts and guidelines for every project, but each project is different, with different people involved, different planned outcomes, and different problems. Be careful about treating all projects the same or you might end up as the point of a Dilbert comic strip.

- Two of something that you cannot use is NOT better than one of something that you cannot use.
It happens all of the time when users aren't involved in the requirements process from the beginning through the testing and deployment. That's like the old joke about a retailer losing money on every product he sells but making up for it in volume. Make sure that you design what a user needs.

- It is easy to meet a Mean Time Between Failures requirement if you leave it broken. (Of course you might have to explain some availability problems.)
A lighthearted way of saying not to bend your ethics or take shortcuts to meet a requirement.

- Users are sometimes nervous about flying, floating, or driving in something when all parts are built by the lowest bidder.

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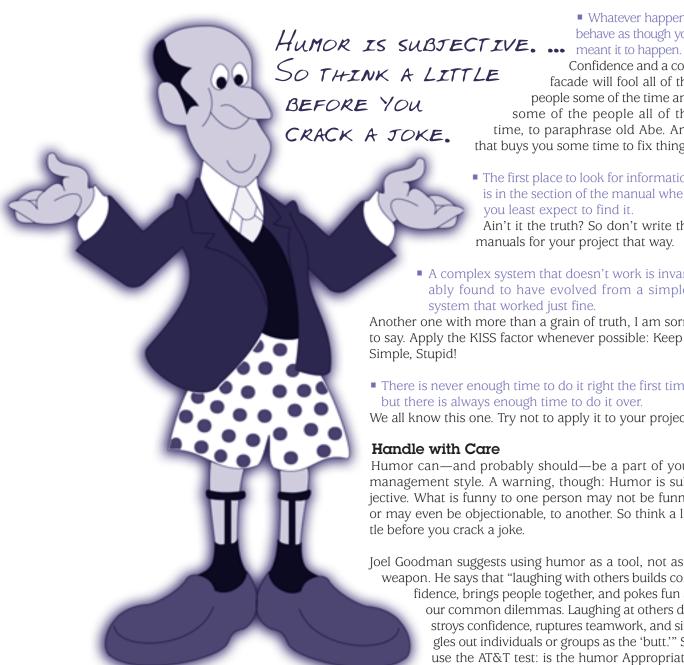
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Humor is subjective. ... So think a little before you crack a joke.

■ Whatever happens, behave as though you meant it to happen.

Confidence and a cool facade will fool all of the people some of the time and some of the people all of the time, to paraphrase old Abe. And that buys you some time to fix things.

■ The first place to look for information is in the section of the manual where you least expect to find it.

Ain't it the truth? So don't write the manuals for your project that way.

■ A complex system that doesn't work is invariably found to have evolved from a simpler system that worked just fine.

Another one with more than a grain of truth, I am sorry to say. Apply the KISS factor whenever possible: Keep It Simple, Stupid!

■ There is never enough time to do it right the first time, but there is always enough time to do it over.

We all know this one. Try not to apply it to your project.

Handle with Care

Humor can—and probably should—be a part of your management style. A warning, though: Humor is subjective. What is funny to one person may not be funny, or may even be objectionable, to another. So think a little before you crack a joke.

Joel Goodman suggests using humor as a tool, not as a weapon. He says that "laughing with others builds confidence, brings people together, and pokes fun at our common dilemmas. Laughing at others destroys confidence, ruptures teamwork, and singles out individuals or groups as the 'butt.'" So use the AT&T test: is the humor Appropriate, Timely, and Tasteful? If so, you can probably reach out and touch people positively with it.

There's a big payoff to smiling and laughing as you tackle those unreasonable expectations, unrealistic schedules, unworkable budgets, too few resources, and crises that seem to pop up on a daily basis. Humor reduces stress, which often makes difficult situations easier to figure out, and it also helps you live a longer, healthier life.

I guess that we might want to consider quality and past performance in choosing contractors. But we always do that anyway, right?

■ Don't assume that the train moved just because you blew the whistle ... unless, of course, you are the client.

I think that I had better not add any comments to that, but it does marry up closely with the next one, which is the primary rule of project management:
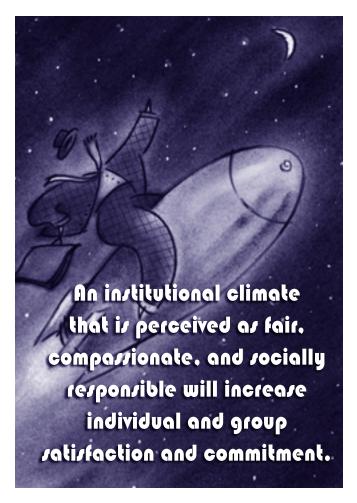
■ The Golden Rule—He who has the gold makes the rules.

Here are a few other random rules and thoughts to go with them:

The author welcomes comments and questions. He can be contacted at wayne_turk@sra.com.

Key Insights for the Strategic Leader

Col. Christopher R. Paparone, USA ▪ *James A. Crupi*

> **An institutional climate that is perceived as fair, compassionate, and socially responsible will increase individual and group satisfaction and commitment.**

I n a turbulent world where speed and adaptability can make or break an organization, senior leaders are expected to make the necessary and correct judgment calls while staying current with the dizzying daily changes in their environment. Today's major leadership challenge is to remain strategic while seemingly everyone else focuses on a vast array of reactive tactical thoughts and actions. Given the discontinuities between the tactical and strategic levels of leadership, we advocate the following actions—not as a series of silver bullets, but rather as a range of overlapping capabilities that will develop high-performance leadership.

Strengthen Collective Identity

Fluid teams; virtual organizations; and joint, combined, interagency, and nongovernmental operations often result in unclear boundaries and divided loyalties. Leaders must develop an organizational culture that builds a unique and shared group identity that is congruent with individually held values around a shared vision. For example, the pursuit of the Olympic games rallied Atlanta and the state of Georgia around a common vision that enabled community leaders to build new roads and other infrastructure when the voters, to avoid increased taxes, had previously turned such efforts down. Likewise, the global war on terror unites otherwise-divergent international organizations in a common cause. In many ways, when collective identity is clear, shared identity assumes the burden of leadership because it helps organizations and their members to self-adapt and reduces anxiety about future direction.

Promote Distributed Intelligence to Leverage Uncertainty

Today's chaotic, highly interconnected, and turbulent global environment is one in which stability, control, and standardization are culturally overvalued, and flexibility, innovation, collaboration, and improvisation are undervalued. The hierarchical leader-subordinate relationship must yield to "network leadership," where collaborative participation builds thought diversity and mitigates risk among all involved. For example, to address the need for real-time information exchanges, dialogue, and stories that help company commanders deal with highly interconnected and turbulent environments, U.S. Army captains developed the informal < www.companycommand. com > Web site because the organization did not share knowledge fast enough through formal, centralized channels.

Appreciate and Leverage History Without Becoming its Prisoner

Knowledge of history helps to eliminate ethnocentric blind spots that cause one to reinvent the wheel or be trapped on both a personal and professional level by a similar set of historical nuances and conditions. Leveraging history's

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lessons means not letting success go to one's head or mistakes to one's heart. Appreciating history serves to provide insight into the why of change. It means recognizing that the tactical insights garnered may not only help one visualize the future, but may also trap one into holding onto the status quo. Today, influential players outside their professional boundaries want the leaders inside to change because many leaders appear trapped by the narrowness of their own historical orientation and cannot think and act from a broader context. U.S. Army Air Defense Artillery leaders continued to hold on to their profession and its structure despite the fact that they have not shot down enemy aircraft since the Korean War. The Marines continue to invest in amphibious vehicles that have not been used in an opposed assault for decades with the result that not only has their leadership been undermined, but they wasted millions of dollars that could have been used to support other areas that needed to grow—areas that are strategic in nature.

Promote Social Justice and Morality Around a Common Set of Strong Ethical Values

An institutional climate that is perceived as fair, compassionate, and socially responsible will increase individual and group satisfaction and commitment. Strong ethical values promote social justice and complex moral reasoning in highly interconnected and turbulent environments where moral uncertainty is prevalent. Leaders must infuse values that guide others when they face ethical dilemmas. It took President Harry S. Truman, a socially aware leader, to both initiate the effort and ensure the success of racial integration of the military in the early 1950s.

Build Mutual Trust and Cooperation Across a Range of Stakeholders

Effective performance of a collective task requires cooperation and mutual trust, which are more likely when people understand each other, appreciate diversity of thought, and are able to confront and resolve differences in constructive ways—through principled negotiation and cross-cultural awareness. It is essential that leaders align their personality, communication, and professionalism with decisions that are consistent, reliable, trustworthy, and collegial. The glue of professionalism is a

shared ethos that is a function of specialized knowledge and skill, responsibility, performance in a social context, and esprit de corps.

Develop and Deploy Talented People Who Challenge the Status Quo

Without empowered innovation, strategic effects are impossible. When people work in an environment that empowers them to challenge the status quo, they think like owners, and the result is innovation. Job #1 is not to empower people (as the sole distributor of power) but to create an environment where people act instinctively in the organization's interest—a subtle but significant difference. The result is that autonomous teams self-monitor performance and respond to the intrinsic rewards of the job. The concept is that of inclusive leadership for the common good on three levels: individual, group, and society. Senior leaders often serve as co-team leaders and know that by strengthening the talents of those around them, they actually strengthen their own.

Shape Expectations with a Common Organizational Image

How the senior leader conveys his or her perception of the institution can influence others to see it the same way. Following are some examples of how various images might affect the military mindset:

- Football Team—A rigid structural view with an emphasis on control through hierarchy in which the quarterback is the decision maker
- Living Organism—The institution viewed as an open system that, based on environmental feedback, must evolve and adapt, or die

> What was believed before— that more senior positions in the organization generate strategic effects—may no longer be the case.

- National or State Government—A collection of political entities within a larger political environment where individuals and groups have competing interests
- A Basketball Team—Where a blend of spontaneous creativity and fluid teamwork is the hallmark of a winning team.

Facilitate Strategic Alignment
Effective performance on a national or industry-wide collective task requires considerable agreement (or at least consensus) about what to do and how to do it. The joint, interagency, multinational, intergovernmental (federal, state, and local), and nongovernmental/private volunteer organizations (commercial, nonprofit, loosely coupled networks, etc.) are key examples of where senior acquisition leaders must exercise influence with those over whom they have little or no formal authority. Gen. Eisenhower displayed this quality when he influenced Allied operations against the Germans and Italians during World War II.

Build Task Commitment and Optimism Backed By Emotional Intelligence
The performance of a difficult, stressful task requires commitment and perseverance in the face of obstacles and setbacks. People are drawn to high-level leaders whose internal strength and resolve is unshakable in spite of circumstances—such leade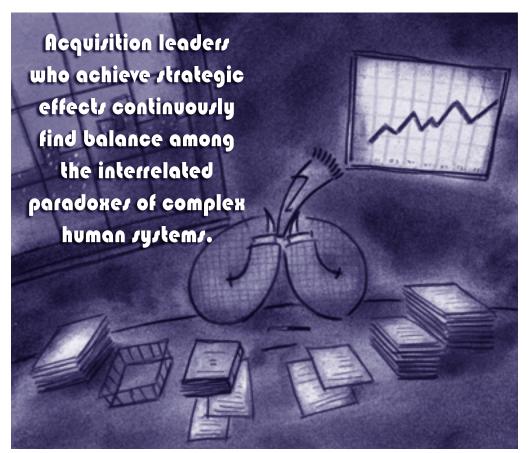rs as Martin Luther King Jr. and Gandhi. Emotional intelligence becomes an important concept for self- and organizational-awareness.

Harness the Art and Science of High Authority in the Age of Networks
Successful performance of a complex task requires the capacity to direct many different, but interrelated, activities in a way that leverages and makes efficient use of people, resources, and information. Leaders can turn this capability into an art form—as have Japanese manufacturing companies. A true leader is like the conductor of an orchestra who achieves harmony by maximizing the unique instrumental capabilities of members, or like a performance artist who brings the crowd into the performance so that all come to own it.

Build Your Bench
Senior leaders build their "bench" to accomplish simultaneous intra- and extra-organizational goals and to foster effective present and future support to joint operations, interagency working groups, multinational coalitions, and intergovernmental or industrial networks. They recognize that the skills needed in the field (i.e. warfighting) are not necessarily those skills that are needed in the institutional military (i.e. business, political, and regulatory practices that include force management, finance, human resources, information management, and external relations).

Obtain Necessary Resources and Support with Successors in Mind
Senior leaders, recognizing the difference between immediately important resources and support and those that will be needed in the future, plan accordingly. With the longer term (beyond their tenure) in mind, effective leaders obtain many of the resources and approvals and much of the assistance and political support from superiors and people outside the organization. Leaders do not substitute urgent tactical implications clouded by ambiguity for the important institution-level, complex system issues, and they are able to get others to recognize the difference. Their decisions are not episodic events,

Acquisition leaders who achieve strategic effects continuously find balance among the interrelated paradoxes of complex human systems.

but are rather like precision-guided munitions that take their cues from the future, making continuous en-route adjustments in order to reach the objective.

Become a Policy Expert

Translating political goals into military means and vice versa is both an art and a science and requires creativity, cunning, political and bureaucratic savvy, and a deep appreciation for the nature of policymaking and strategic decision making across different environmental and organizational cultures. Senior leaders develop and use their national security policy-level expertise as a magnet to draw others to seek out their advice and perspectives. They foster innovative and often counterintuitive thinking across and between joint, interagency, industry, and multinational lines—because they recognize the solution complexity and inherent paradoxes that come with global economic, technical, and cultural challenges.

Consider an Effects-Based View of Leadership

What was believed before—that more senior positions in the organization generate strategic effects—may no longer be the case. Some have referred to this phenomenon as the compression of the tactical, operational, and strategic levels of activity (the pyramid becomes flatter). Task complexity means that often what those in "lower" positions think and do may be strategic to the whole network. The action of Army Lt. Col. Christopher Hughes—who ordered his troops go down on one knee and point their weapons at the ground to convince the people of Najaf, Iraq, that he and his troops had no intention of destroying their mosque—had both tactical and worldwide strategic implications. An acquisition decision that considers only the lethal power of a vehicle without considering its fuel efficiency can lead to tactical and strategic missteps concerning fuel re-supply and can also affect the strategic reliance the nation has on imported oil, given the volatile locations of that resource—particularly when one considers that DoD is its highest single government user.

Extract and Make Accessible Crucial Points from Complex Situations

Effective leaders not only help identify emerging threats and opportunities, but also help people make sense of issues and events and understand why they are relevant. As the post-industrial image of organization moves away from bureaucratic, hierarchical structures toward an organic, complex, adaptive system, so the senior leader must help others develop the parallel conceptualization of—and transformation to—network leadership.

Facilitate Communities of Knowledge with Followers, Peers, and Superiors

The day of the omniscient leader is over. Followers, peers, superiors, and external experts are fellow sense-makers.

Leadership is more accurately a relationship; it is not the property of an individual, nor is it necessarily connected to a person's position in the organization. Leading is a process of facilitating change across a range of personal and organizational fronts. Senior leaders recognize that culture is what determines most thinking and action (including their own). To quote Andy Grove, former chairman of Intel, "Culture eats strategy for lunch every day." Senior leaders recognize that while culture may start with the founder, the workforce does the changing. As Lou Gerstner, CEO of IBM, put it, "At the same time I wanted them to follow me, I needed them to stop being followers."

Engage in Continuous Self-Reflection

Institutional reflexivity occurs when members collectively question the prevailing paradigm or theory of effectiveness and then collectively recognize when transformational change is required. How leaders view themselves and the world around them shapes their conclusions about the possible and the desirable. Leaders strive for personal self-awareness and build institutional conditions for the same. They engage in continuous and long-term self-reflection and challenge the status quo, even while experiencing success. They recognize the difference between doubt and cynicism. The process of continuous reflection turns leaders into serious life-long learners and learner role models.

Embrace Paradox

Acquisition leaders who achieve strategic effects, continuously find balance among the interrelated paradoxes of complex human systems:
- Flexibility with respect to control
- Internal focus with respect to external orientation
- Differentiation with respect to integration
- Interdependence with respect to independence
- Analysis with respect to intuition
- Simplification with respect to complexity
- Tradition with respect to innovation
- Liberty with respect to security
- Present with respect to the long term.

Our insights are not to be considered definitive but should challenge leaders to unlearn old ways and learn new, patterned ways to think about leading in a strategic context—a more complex view that is significantly different from that of "tactical" leadership. We leave you with more questions than answers because those who engage in this transformational process will likely have to embrace the open-endedness and questioning associated with the life-long journey that becoming a senior leader involves. And that's okay.

In the News

NAVY'S 'VIRTUAL SYSCOM' TRANSFORMING BUSINESS PROCESSES

Virtual SYSCOM Public Affairs Team

WASHINGTON—Moving smartly ahead to achieve the Chief of Naval Operations (CNO)'s objectives of Sea Enterprise, the Navy's Systems Commands have recently issued joint guidance that provides a collaborative business framework for improving interoperability and providing enhanced support to the fleet.

As partners in the *Virtual SYSCOM*, the Naval Air Systems Command (NAVAIR), Naval Sea Systems Command (NAVSEA), Space and Naval Warfare Systems Command (SPAWAR), Naval Supply Systems Command (NAVSUP), and most recently, Naval Facilities Engineering Command (NAVFAC), have set specific challenges and goals that support CNO's aim of *working smarter* by transforming business processes and enhancing the delivery of products and services at reduced costs.

"We can no longer do business as we have in the past," said Vice Adm. Walter Massenburg, commander, NAVAIR. "Sea Enterprise is not about improving the old ways of doing business, but developing new ways of doing business. We must change if we are to afford our future and be able to build the Navy of the 21st century."

Among its significant goals, the Virtual SYSCOM is focused on continuing efforts to increase productivity and accelerate the process of innovation across the Navy SYSCOMs through the application of proven productivity tools such as Lean, Theory of Constraints, and Six Sigma, and to employ opportunities for cross-SYSCOM efficiencies such as best practices, centers of excellence, shared service models, and leveraging core competencies. Another important goal of the Virtual SYSCOM is the implementation of human capital strategies to structure and shape a workforce that is responsive to the demands of the Navy and Marine Corps warfighter.

Since the Virtual SYSCOM was initially adopted in 2002, a number of major accomplishments have been achieved in a short period, including developing the Navy SYSCOM naval systems engineering guide; achieving a 53 percent reduction in the legacy IT application portfolio; and establishing a Human Systems Performance Assessment Center to deliver optimal manning and enhanced sailor and warfighting performance.

"The Virtual Systems Command continues to support Navy's Sea Power 21 objectives through collaboration in the functional communities to reduce the cost of doing business and improve the effectiveness of the SYSCOMs," said Massenburg. "This collaboration supports the CNO's vision for the Navy to do its work smarter and continue to develop a culture of improved productivity."

For related news, visit the Naval Facilities Engineering Command Navy Newsstand Web site at <http://www.news.navy.mil/local/navfachq/>.

SMALL ARMS WEAPONS PROGRAM REVIEWED FOR JOINT SERVICE POTENTIAL

The Army announced today it temporarily suspended the Request for Proposal (RFP) for the acquisition of a new family of small weapons—Objective Individual Combat Weapon Increment 1 (OICW-1)—in order to incorporate joint requirements. The Army's proposal has received interest from the other military services, and is further supported by several internal reviews reinforcing the increase in the potential for joint use.

Congressional notification has been made, and today's suspension of the program allows joint requirements to be viewed and incorporated through the Joint Capabilities Integration and Development System process, which will occur immediately. Original solicitation started May 11, 2005, and is temporarily suspended effective July 19, 2005, until the Joint Requirements Oversight Council (JROC) convenes, which is currently scheduled for early September.

Upon the JROC's completion, the committee will issue a memorandum, which incorporates any new joint OICW-1 requirements. The RFP will be amended accordingly and issued with a revised effective date for receipt of proposals.

OICW-1 is composed of a family of small arms weapons that consists of a carbine, special compact, designated marksman, and light machine gun weapon systems. These weapons are intended to replace the M4 carbine, the M16 rifle, the M249 Squad Automatic Weapon, and selected M9 pistols. The capabilities development document calls for a family of weapons that possesses a high degree of commonality, enhanced capabilities, and much higher reliability than our current weapons.

For more information on the OICW-1 and other Army weapons systems and technology, go to <http://www.

MOUNTAIN HOME AIR FORCE BASE, Idaho—From left: Staff Sgts. Erik Roberts and Eric Jones conduct a field test for the stabilized portable optical target receiver as Neil Huber and John Harwick look on. Battlelab technology often requires field testing before implementation. The airmen are assigned to the 422nd Training and Evaluation Squadron at Nellis Air Force Base, Nev. Huber and Harwick are battlelab technicians.

U.S. Air Force photo by John Marshall.

army.mil >. Media may direct questions to Army Maj. Desiree Wineland, Office of the Chief, Public Affairs, Media Relations, (703) 697-7592 or desiree.wineland@hqda.army.mil.

AIR FORCE PRINT NEWS (JULY 26, 2005)
BATTLELAB TECHNICIANS DEVELOP SOLUTIONS FOR WARFIGHTERS

Staff Sgt. Melissa Koskovich, USAF

MOUNTAIN HOME AIR FORCE BASE, Idaho (AFPN)—With sand whipping across your face and sweat dripping down your forehead, you squint through the scope at the enemy target.

"The third building on the left," you shout into the radio. A garbled transmission is returned. Closing your eyes, you take a deep breath and hope the pilot heard you. The explosion rings through the desert.

Developing smarter technology for warfighters on the front lines is the focus of the Air Warfare Battlelab. The 25-person think tank tackles problems by combining off-the-shelf technology with innovative ideas, in hopes of finding a lighter, leaner, and more lethal way of accomplishing the mission.

The battlelab here is one of seven Air Force-wide. Since their creation in 1997, they have pushed to move ideas into the field quicker than traditional research and development programs allow.

"Our main focus is to improve how we fight and win wars," said Col. Ernest Parrott, AWB commander. "We aim to help individuals who find themselves at the pointy end of the spear—keeping them safe and making their jobs easier."

Battlelab technicians from different Air Force specialties tackle problems, both large and small, with the goal of developing ideas or solutions within 18 months. Their diverse career backgrounds afford a creative environment giving them the ability to envision projects such as the stabilized portable optical target receiver.

"[The receiver], developed in an attempt to ensure weapons were truly hitting their mark, combines existing technology into a pair of binocular-like goggles. They allow ground forces to see laser signatures and ensure the correct targets are being painted by aircrews," Parrott said. "After calling in air support to a target location, troops on scene can look through [the target receiver] and ensure the correct target is being engaged."

Inventions like this are invaluable in preventing friendly fire incidents and ensuring the highest degree of accuracy in military strike operations, he said.

Other battlelab technology is also earning some limelight.

"Vein Viewer is another idea recently developed by our [team]," said John Marshall, battlelab team member. "This invention combines night-vision goggle technology with needs of medical patients in the field. It allows medics to literally see the vascular system thru the skin."

This technology proves useful in both civilian and military applications, solving problems ranging from starting intravenous lines more easily to assisting medics during bumpy medical evacuation operations. Vein Viewer is currently being tested at Wilford Hall Medical Center at Lackland Air Force Base, Texas.

With such a rapid turnaround, suggestions and new information on technology are always welcomed. People interested in submitting ideas or technology for consideration can go online to <http://www.mountainhome.af.mil/AWB >.

"The problems brought to us are like puzzles," Parrott said. "We have most of it put together, but sometimes we're missing a piece. That piece is out there somewhere."

As the ring of the explosion fades, you rise to your feet and wipe the gritty sweat from your brow. In front of you lie the ruins of the building, exactly as planned. The pilot heard you. You saw it; the laser signature dancing across the target. You breathe a sigh of relief, pack up your equipment, and move on to the next location. Your mind is at ease. Thanks to battlelab technology, you are on the cutting edge.

Koskovich is with the 366th Fighter Wing Public Affairs Office, Mountain AFB, Idaho.

MARINE CORPS NEWS (JULY 28, 2005)
'TECHIES' HOPPING TO MEET OIF DIGITAL DEMAND

Lance Cpl. Ray Lewis , USMC

MARINE CORPS BASE CAMP PENDLETON, Calif. (July 28, 2005)—Local "techies" are engineering a brave, new, and highly mobile world of command and control—one that's stretching combat communication horizons even further from the old Corps' string-and-styrofoam-cup traditions.

It's a modular world of laptops and digital links—the backbone of a command center that can be erected or torn down in seven minutes, say technical experts with the Marine Corps Tactical Systems Support Activity here.

They demonstrated the system, dubbed a Unit Operations Center, recently here. They're fielding the systems at a faster rate than planned in response to urgent requests from commanders in Iraq, where nine of the systems already have been employed, said Bryan D. Nguyen, UOC system engineer.

"It maximizes the decision-making process—[which ultimately] brings Marines home," said Capt. Jason A. Hamilton, UOC logistician for Marine Corps Systems Command.

Behind a barbed-wired, chain-link fence, guarded by devil dogs posted like a pair of Rottweilers, the communications system is shrouded in secrecy.

It's also still being developed. One fielded model may be slightly modified from the last one.

"Although there is a need, the UOC is constantly going through prototype [phases]," Nguyen said.

Anyway, it's been a long time coming: "The concept has always been here since the early '90s," Nguyen added.

Under its self-contained tent is an air-conditioned space holding the system's heart—laptops and projection screens depicting the battlespace for commanders to direct firefights.

"The commander-to-commander communication is vital in accomplishing the mission and saving lives," Hamilton said.

"In the past, friendly fires happened because of lack of communication," he added, alluding to the map-and-thumbtack days.

MCTSSA is educating Marines on the technology to guard against such tragedies.

"We have civilians teaching Marines so they can teach fellow devil dogs to troubleshoot. And if they can't find

the answer, they're referred back to their initial instructors," Nguyen said.

MCTSSA has already fielded nine systems for use in Iraq. But MCTSSA technicians and engineers are continually configuring and refining systems to meet increasing demand, Nguyen said.

"We have been producing UOC systems every three months to meet the requests coming from [overseas]," Hamilton said.

The system figures to become a mainstay on the battlefield in years to come—because its "open systems" design is adaptable to changing technology, Hamilton said.

"When computer parts in the UOC get outdated, we can just go to Radio Shack and replace an old part with a new one," Hamilton said.

Hamilton says commanders "are very excited" about the system's command-and-control profile. Instead of using radios, they "can actually use e-mail to text each other in chat rooms," he said.

The system is portable, he noted. It can easily be transported in humvees.

MCTSSA is working steadily to get more of these state-of-the-art systems to the battlefield, Hamilton said.
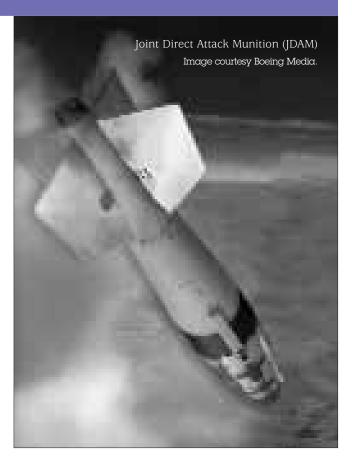
"As long as they're satisfied, we'll keep hard-charging to provide [commanders] with support," Hamilton said.

MCTSSA hopes to have fielded as many as 33 such systems by next spring, Nguyen added.

AIR ARMAMENT CENTER PUBLIC AFFAIRS (JULY 29, 2005)
JDAM ONE OF FIRST AIR FORCE EFFORTS WITH UNIQUE IDENTIFICATION
Staff Sgt. Ryan Hansen, USAF

EGLIN AIR FORCE BASE, Fla.—Through the years, the Joint Direct Attack Munition has made headlines as the warfighter's weapon of choice for its accuracy, reliability, and low cost. Now JDAM is making headlines for a different reason. In March it became one of the first weapons in the Air Force inventory to comply with the Department of Defense's mandate for all of its acquisition items to be marked by a tracking system

Joint Direct Attack Munition (JDAM)
Image courtesy Boeing Media.

called Unique Identification, or UID. The system is a new program that will make it easier for the DoD to access information about its possessions as well as make acquisition, repair, and deployment faster and more efficient.

The Air-to-Ground Munitions Systems Wing manages the JDAM program.

"It makes the team very proud to be the forerunner of this new policy and the first Air-to-Ground Munitions Systems Wing weapon to comply," said Mike Luna, JDAM Squadron. "As we move further into the 21st century, we realize that our processes have to be more precise and accurate than ever before. The world continues to shrink with regard to information as it becomes increasingly accessible. We must be part of that process if we want to stay on the front line."

Not only does each JDAM tail kit include UID when it rolls off the assembly line at Boeing's Weapons Enterprise Capability Center in St. Charles, Mo., but its shipping container does, as well. The company is almost a year ahead of the scheduled DoD mandate.

"We constantly strive to be customer-focused on the JDAM program," said Karl Bloomberg, JDAM production

Washington, D.C. (Sept. 29, 2004)—Program Manager, Tomahawk All-Up-Round Programs, and Master of Ceremonies, Navy Capt. Robert E. Novak, speaks to the audience as the U.S. Navy formally welcomes Raytheon Company's Tomahawk Block IV cruise missile into the Navy's arsenal at a fleet introduction ceremony at the Pentagon in Washington, D.C. The missile can be redirected to a new target and is capable of executing Global Positioning System (GPS) missions.

U.S. Navy photograph by Photographer's Mate 2nd Class Daniel J. McLain.

manager for Boeing. "UID is an enhanced capability which we felt we had the opportunity to implement relatively easily and offer to the customer as soon as possible."

Ideally, the identification system will lower the cost of item management, improve item availability, increase asset visibility and traceability, help achieve clean audit opinions, and improve long-term inventory management and strategic purchasing for the DoD.

"The DoD goal is not only to have the capability at the maintainer's level and every bomb dump, but to track all assets within the DoD supply system. The Air Force and Navy ammunition tracking systems are different; therefore, the unique identifier was modified so both agencies would be able to track without making modifications to existing databases." Luna said.

Upon delivery, each JDAM's UID is submitted to a registry maintained by the Defense Logistics Information Service.

The DLIS stores detailed information regarding the custody, location, condition, and value of an item. The information is then processed through Wide Area Work Flow, a DoD-wide application designed to eliminate paper from the invoice, receipt, and acceptance phases in the contracting process.

It is estimated that over the life of the program more than 125,000 JDAMs will be given a UID.

Hansen is with the Air Armament Center Public Affairs Office at Eglin AFB, Fla.

NAVAIR PUBLIC AFFAIRS NEWS RELEASE (JULY 29, 2005)
TOMAHAWK PROGRAM OFFICE MERGER ANNOUNCED

The U.S. Navy's Tomahawk missile program has recently consolidated its management areas to provide the most efficient support to the Fleet. The consolidation follows a recommendation resulting from an assessment conducted by an independent consultant, in conjunction with the related Navy staffs.

The change involves the merger of PMA-282, the Tomahawk Weapon Control System program management office, with PMA-280, the Tomahawk All-Up-Round program management office. Additionally, the Cruise Test Directorate of PEO (W) has become part of PMA-280.

The name of the new organization will be PMA-280, the Tomahawk Weapons System program office.

"I support your efforts to gain efficiencies and improve resource allocation," said John Young, assistant secretary of the Navy, for research, development and acquisition, in a memo approving the merger.

According to a newly defined program mission statement, the office will be "the Navy's premier acquisition command and life cycle manager for the Tomahawk Weapons System providing the warfighter with a safe, effective, reliable, and maintainable weapons system."

The Tomahawk program is part of the Program Executive Office, Strike Weapons and Unmanned Aviation (PEO(W)) co-located at the NAVAIR complex, on the Patuxent River Naval Air Station, in Maryland. Tomahawk is a registered trademark of the United States Navy.

Humvees staged inside of a new refurbishment/up-armor site near Camp Arifjan, Kuwait, in different stages of repair. The site started operations on July 29 with an Army mandate to repair, up-armor, and send 300 vehicles per month back to Iraq for combat.
Photograph by Chuck Sprague.

ARMY NEWS SERVICE (AUG. 8, 2005)
HUMVEES NOW ROLLING FROM NEW REFURB SITE
Chuck Sprague

CAMP ARIFJAN, Kuwait—An Aug. 1 ceremony officially started operations for a new Humvee refurbishment and up-armor facility near Kuwait.

The facility has Army orders to roll out 300 ready-for-combat vehicles per month to support operations in Iraq.

The large, 87,000 sq. ft. air-conditioned warehouse was leased in early June by Eagle Support Services Corporation, Huntsville, Ala., and falls under the Army Field Support Brigade, Southwest Asia.

Humvees are transported here by convoy from Iraq and receive whatever maintenance is required, along with added armor, prior to their return to combat. To date, more than 20,600 combat vehicles have been up-armored in the Southwest Asia Theater.

"Look around you today and you see vehicles. Not just any vehicles, you see up-armored Humvees. ... All of those vehicles tell a story, and in some cases it's the story of men and women that were kept alive by the very fact that they were in an armored vehicle," said Brig. Gen. Kevin Leonard, commander of the Army Materiel Command, (Theater) Southwest Asia.

The refurbishment site operates 12 hours per day, seven days per week, and requires a workforce of more than 350 workers. Most are mechanics specialized in engine work, air conditioning, transmissions, wheel assemblies, and electric motors.

This is the first facility in-theater designed specifically to repair and up-armor Humvees. Other smaller facilities within Southwest Asia have the ability to up-armor and repair a combination of the Army's tactical combat vehicle inventory.

AMERICAN FORCES PRESS SERVICE (AUG. 12, 2005)
RAPID EQUIPPING FORCE SPEEDS NEW TECHNOLOGY TO FRONT LINES
Donna Miles

WASHINGTON—The Army's Rapid Equipping Force is revolutionizing the way the Service gets new technology into the hands of warfighters, its director told Pentagon reporters. That high-tech equipment ranges from miniature robots that

can seek out roadside bombs to handheld airplanes that can peek over hills and around corners and report back their findings.

The Rapid Equipping Force concept is the traditional military acquisition system on steroids. It identifies an immediate warfighting need, seeks out the best way to meet it, and quickly gets the technical solution into the hands of the people who need it, explained Army Col. Gregory Tubbs. In their most impressive responses, staff members have been able to fill several specific requests within just 48 hours.

Rather than going to the drawing board to come up with a solution to a problem, the Rapid Equipping Force jumpstarts the process by evaluating what's already available commercially or in the production pipeline, Tubbs said. The effort puts the office in close association with all the military services, military and commercial laboratories, and private companies. "I look for any partner who can help me do it faster and better," he said.

By using off-the-shelf technology, even if it needs modifications to military requirements, Tubbs and his staff are able to short-circuit the traditional acquisition process that can take years rather than weeks or months or even years to get equipment to the troops.

Some items, like a hand-held device that translates English to Arabic, are issued through "spiral development," in which they're sent to the field for immediate use while the next, improved version is being developed. The translator is designed to help troops communicate with Iraqis when they don't have an interpreter with them.
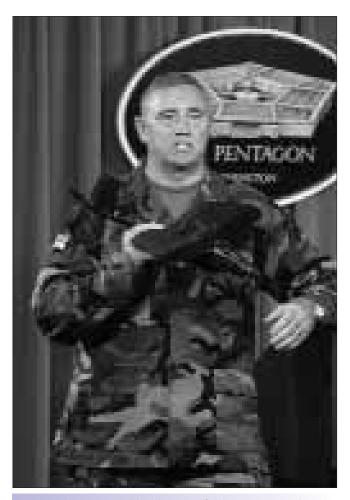
"I want to be able to fill immediate warfighter needs," Tubbs said. "I don't want to have to wait two to three years."

Tubbs' sense of urgency comes across particularly strongly when he talks about improvised explosive devices that continue to claim American military lives and limbs. Among the more promising devices his office sent to the Middle East is MARCBOT, or multifunction agile remote-controlled robot, a small, wheeled robot with a video camera able to check for IEDs while keeping troops at a safe distance.

Thirty of the MARCBOTS are already in Iraq and Afghanistan, and the Rapid Equipping Force plans to ship more than 100 more to the theater soon, Tubbs said. "Soldiers like them and they save lives," he said.
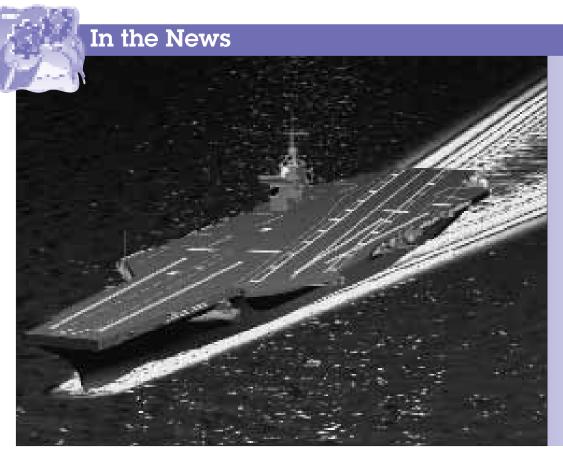
Another device being developed, the camera-equipped TACMAV, or tactical mini air vehicle, enables lower-echelon units to "see" short distances ahead and at far less cost than a unmanned aerial vehicle. Tubbs' staff purchased it commercially, modified its software, and are working to reduce the training required to operate it to two weeks.

JLENS (joint land attack cruise missile defense elevated netted sensor system) provides a persistent surveillance capability. NS Microwave is a microwave surveillance system adapted from an off-the-shelf product that's proving popular with federal, state, and local law enforcement authorities. An overhead cover protection product under development shows promise in helping protect deployed troops from mortar blasts and other threats.

Army Col. Gregory Tubbs, director of the Army's Rapid Equipping Force, demonstrates the camera-equipped TACMAV, or tactical mini air vehicle, at a Pentagon press briefing Aug. 12.   *Photograph by R.D. Ward.*

CVN-21—The 21st Century Aircraft Carrier. In September 2003, Northrop Grumman was awarded a $108 million contract to begin design of the CVN-21 class nuclear powered aircraft carrier. Construction should begin in 2007 and commissioning is expected to be in 2014. She will replace the Enterprise (CVN-65), which will at that time be 53 years old. *Image courtesy Naval War College.*

Tubbs said feedback is key to improving on devices sent to the field through the Rapid Equipping Force. He and his staff actively seek input, traveling to Iraq and Afghanistan to talk with troops using the equipment, chatting with servicemembers when they redeploy, even visiting military hospitals to meet with wounded troops.

"You really don't want to discount any input because you don't know where your next good idea is going to come from," he said.

NAVY NEWSSTAND (AUG. 12, 2005)
ADVANCE CONSTRUCTION BEGINS FOR CVN 21

Journalist 1st Class Donald P. Rule, USN

NEWPORT NEWS, Va. (NNS)—The beveling of a 15-ton metal plate kicked off advance construction of the newest class of aircraft carrier, the CVN 21 project, Aug. 11 at Northrop Grumman Newport News shipyards in Virginia. The new carrier is designed to modernize the "flat tops" for the 21st century.

Advance construction will take an estimated two years before construction can begin on the ship itself. This gives technicians and engineers the time needed to test and design the ship and all the new technologies that will be put into the vessel.

"We're going to kind of mark [the occasion of] the first cutting of steel," said Matt Mulherin, vice president of programs at Northrop Grumman Newport News. "We're starting advance construction today, and it's the construction needed to kind of learn your lessons, validate your capacity assumptions … see how things are working out in your new facility."

"Remember, this is the lead ship," Mulherin added. "Historically, they take a little bit longer. There's a little bit of a learning curve that needs to be learned and implemented."

Besides being larger than today's Nimitz-class carriers, the new generation will switch the steam-powered catapults to electromagnetic catapults; redesign the island structure, which merges the separate island and mast of the old carriers into a single, smaller compact unit; and a newly designed nuclear power plant. These and other systems will be designed to maximize efficiency and reduce costs, manning, and weight while enhancing the ship's operational capabilities.

"[The ship] will have improved capabilities over the Nimitz class, a class of ships that has proven very capable," said Mike Petters, president of Northrop Grumman Newport News. "CVN 21 is designed for efficiency over the 50-year life cycle while providing America with the kind of

forward presence unique to aircraft carriers and so critical in today's uncertain world."

The metal plate cut during Thursday's ceremony will eventually be used in the construction of CVN 78, the first aircraft carrier to be built under the CVN 21 project. Along with the first-cut ceremony, the shipyard held its grand opening for several new facilities to be used in the construction of the new warships.

New facilities include a heavy-plate bay facility, a covered modular-assembly facility and others to protect employees and components from the weather, and additional cranes to allow modular pieces to be built more completely prior to attaching them to the rest of the ship.

Rule is with the Naval Media Center Mobile Det. 3, Norfolk, Va.

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 15, 2005)
DOD RELEASES SELECTED ACQUISITION REPORTS

The Department of Defense has released details on major defense acquisition program cost and schedule changes since the December 2004 reporting period. This information is based on the Selected Acquisition Reports (SARs) submitted to the Congress for the June 30, 2005, reporting period.

SARs summarize the latest estimates of cost, schedule, and technical status. These reports are prepared annually in conjunction with the president's budget. Subsequent quarterly exception reports are required for only those programs experiencing unit cost increases of at least 15 percent or schedule delays of at least six months. Quarterly SARs are also submitted for initial reports, final reports, and for programs that are rebaselined at major milestone decisions.

The total program cost estimates provided in the SARs encompass research and development, procurement, military construction, and acquisition-related operation and maintenance (except for pre-Milestone B programs, which are limited to development costs pursuant to 10 U.S.C. 2432). Total program costs reflect actual costs to date as well as future anticipated costs. All estimates include anticipated inflation allowances.

The current estimate of program acquisition costs [shown in the sidebar] for programs covered by SARs for the prior reporting period (December 2004) was

CURRENT ESTIMATE ($ IN MILLIONS)	
December 2004 (88 programs)	**.....$1,472,184.3**
Less final SAR submissions for six programs: JCM, Longbow Hellfire, MCS, NESP, SM-2, and B-1B (CMUP)	...........-7,136.2
Plus three new programs: MPS, MUOS, and SSDS	...........+9,074.1
December 2004 Adjusted (85 programs)	**...............+1,474,122.2**
Changes Since Last Report:	
Economic	.......................$ 0.0
Quantity	..........................-5.8
Schedule	..........................+1.7
Engineering	.......................0.0
Estimating	.......................-55.0
Other	.........................-0.0
Support	.......................<u>-13.7</u>
Net Cost Change	.............$-72.8
June 2005 (85 programs)	**.........$1,474,049.4**

$1,472,184.3 million. After subtracting the costs for six final reports (Joint Common Missile (JCM), Longbow Hellfire, Maneuver Control System (MCS), Navy Extremely High Frequency Satellite Communications System (NESP), Standard Missile-2 (SM-2), and B-1B Conventional Mission Upgrade Program (CMUP)), and adding the costs for three new programs (Mission Planning System (MPS), Mobile User Objective System (MUOS), and Ship Self Defense System (SSDS)) from the December 2004 reporting period, the adjusted current estimate of program acquisition costs was $1,474,122.2 million. There was a net cost decrease of $72.8 million (-0.005 percent) during the current reporting period (June 2005), which was the result primarily of revised program estimates for the Air Force's National Airspace System (NAS) program.

For the June 2005 reporting period, there were quarterly exception SARs submitted for six programs. The reasons for the submissions are provided below.

Navy

LPD 17 (Amphibious Transport Dock Ship)—The SAR was submitted to report a schedule slip of seven months (from July 2006 to February 2007) for Lead Ship Initial Operational Capability resulting from challenges associated with completing lead ship production and testing. There were no cost changes reported since the December 2004 SAR.

MH-60S Utility Helicopter—The SAR was submitted to report a schedule slip of six months in the Initial Operational Capability of the Airborne Mine Countermine mission capability (from September 2006 to March 2007). This delay was caused by problems with the Carriage Stream Tow and Recovery System (CSTRS). Resolution of the issue requires redesign and manufacture of some CSTRS components. There were no significant cost changes reported since the December 2004 SAR.

Air Force

EELV (Evolved Expendable Launch Vehicle)—The SAR was submitted to report a schedule slip of seven months (from May 2005 to December 2005) in approval of Full Rate Production (Milestone III) approval. The delay was due to an anomaly during the Delta IV heavy lift demonstration that delayed completion of the exit criteria required to proceed to Milestone III. There were no cost changes reported since the December 2004 SAR.

GBS (Global Broadcast Service)—The SAR was submitted to report that the current estimate for Initial Operational Capability (IOC) 2/3 has slipped nine months (from March 2006 to December 2006), and the current estimate for the Beyond Low Rate Initial Production review has slipped five months (from November 2005 to April 2006). Both changes were caused by the need to integrate Operational Requirements Document (ORD) III changes into the Test and Evaluation Master Plan (TEMP) and other test planning documentation. Program costs decreased $12.0 million (-1.6%) from $756.0 million to $744.0 million, as the result of a revised cost estimate and a quantity reduction of 12 units from 1,049 to 1,037 units.

NAS (National Airspace System)—The SAR was submitted to rebaseline from a Development to a Production Estimate following the June 2005 approval of Full Rate Production (Milestone III). The dates for award of the Digital Airport Surveillance Radar (DASR) full rate production contract and the DoD Advanced Automation System production award exercise were both changed from March 2005 to June 2005. The changes were due to a later-than-expected Beyond Low Rate Initial Production report and the effects of a changing management structure following the departure of the previous Milestone Decision Authority. The new baseline also includes the addition of Follow-on Operational Test and Evaluation as recommended by the Air Force Operational Test and Evaluation Center and the Director of Operational Test and Evaluation. Program costs decreased $59.5 million (-4.0%) from $1,480.6 million to $1,421.1 million, because primarily of a refinement in the Navy's cost estimate.

SDB (Small Diameter Bomb)—The SAR was submitted to rebaseline the program from a Development to a Production Estimate following the April 2005 approval of Low Rate Initial Production (Milestone C). There were no cost changes reported since the December 2004 SAR.

A summary table of the SARs can be found at <http://www.defenselink.mil/news/Aug2005/d20050815sars.pdf >.

U.S. JOINT FORCES COMMAND NEWS RELEASE (AUG. 23, 2005)
COMMANDS WORKING TO IMPROVE JOINT PLANNING IN MILITARY DEPLOYMENT AND DISTRIBUTION
Jennifer Colaizzi

SUFFOLK, Va.—U.S. Joint Forces Command (USJFCOM) and U.S. Transportation Command (USTRANSCOM) have partnered to deliver joint deployment and global distribution process improvement.

The two commands implemented Unified View (UV), a joint deployment and global distribution developmental pathway, which applies the Pentagon's Joint Capabilities Integration and Development System (JCIDS) to rapidly achieve needed deployment and distribution changes.

According to Navy Cmdr. Dave Kindley, who oversees USJFCOM's UV team, any command could propose and execute a deployment and distribution process change, but it might only solve a one-time situational problem.

"To really improve end-to-end situational awareness and better control the flow of assets into theater, everybody needs to be in the loop earlier," said Kindley, who explained why joint planning and execution community (JPEC) subject matter experts (SME) were assembled at USJFCOM's Suffolk complex for a 5-day workshop, held from Aug. 15 to Aug. 19.

"This group is smart," said Kindley. "They are the recognized and vocal experts in the field, and they're here to discuss and suggest joint solutions to the most pressing problems facing the deployment and distribution world."

To illustrate how important regulating and sharing information about the flow of assets into theater is, Kindley told a short story about how two units were sending

In the News

An F/A-22 Raptor takes off from Nellis AFB, Nev., for a mission. During a two-ship sortie, airmen from the 422nd Test and Evaluation Squadron flew the first follow-on operational test and evaluation mission on the F/A-22 Raptor on Aug. 29, releasing Joint Direct Attack Munitions on the Utah Test and Training Range.

U.S. Air Force photograph by Tech. Sgt. Kevin J. Gruenwald, USAF.

trucks into theater, but unfortunately, they were going to the same location on the same date, when they were needed in different locations on different dates.

"How do we correct that?" asked Kindley. "That's what these workshops are for—to determine what doctrine, organization, training, material, leadership, education, personnel, and facilities [DOTMLPF] change recommendations are needed to prevent those situations from happening."

By reviewing DOTMLPF, Kindley said that the SMEs are more likely to develop full joint warfighting capabilities enhancements rather than partial fixes.

Dr. Steve Daniels, a contractor supporting the US-TRANSCOM Readiness, Exercises and Training Branch, said that the group was reviewing capability shortfalls in three specific focus areas: requirements and movement control, asset visibility, and capability closure.

Ultimately, the solutions will be presented to the Joint Requirements Oversight Council (JROC), according to both Kindley and Daniels.

"We don't want recommendations and solutions which will be put into a book and then put onto a bookshelf waiting for problems," said Daniels. "The purpose of this work is to provide near-term solutions for joint warfighters to use immediately."

"When the commander asks, 'When can I expect my capabilities to arrive and when can I count on using them,' we want the supporting commands to be able to respond, 'We have situational awareness on the status of your requested capabilities and they will arrive on time today, tomorrow, in five days,'" said Kindley.

Kindley said that this year's change recommendations are just a starting point. The long-term developmental pathway is a continuing effort.

Colaizzi is with USJFCOM Public Affairs, Norfolk, Va. For more information on USJFCOM, visit the command's Web site at <http://www.usjfcom.mil>.

AIR FORCE PRINT NEWS (SEPT. 3, 2005)
RAPTOR RELEASES JDAM DURING FIRST 'FOLLOW-ON' EVALUATION MISSION

1st Lt. Brooke Davis, USAF

NELLIS AIR FORCE BASE, Nev.—Members of the 422nd Test and Evaluation Squadron here flew the first F/A-22 Raptor Follow-on Operational Test and Evaluation mission Aug. 29, releasing Joint Direct Attack Munitions on the Utah Test and Training Range.

In one of the largest Raptor test phases to date, Air Force organizations are dedicating a large portion of the missions to validate air-to-ground capabilities of the aircraft.

"This test is the culmination of a tremendous effort by numerous organizations and will serve to provide Air Combat Command the best information possible on the air-to-ground capabilities of this aircraft," said Col. Matt Black, Air Force Operational Test and Evaluation Detachment 6 commander.

As the overall agency charged with performing the evaluation, Det. 6 has divided testing on seven Raptors into three areas, Colonel Black said.

In one area, the Raptor will release JDAMs on the Utah range. Another evaluation will include firing live AIM-120 advanced medium range air-to-air missiles at the White Sands Missile Range in New Mexico. The third will be a mission-level evaluation flown on the Nevada Test and Training Range.

Testing is scheduled to last through late fall.

"Transitioning what is the premier air dominance fighter in the world to Follow-on Operational Test and Evalua-

Secretary of Defense Donald H. Rumsfeld and Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers, U.S. Air Force, salute after laying a wreath at the Pentagon Group Burial Marker during the Patriot Day Observance at Arlington National Cemetery on Sept. 11, 2005. The observance honors the victims and families of the Sept. 11, 2001 attacks on the Pentagon, the Twin Towers in New York, and Flight 93 over Pennsylvania.   *DoD photograph by Tech. Sgt. Kevin J. Gruenwald, USAF.*

tion is an extremely important milestone for the F/A-22," said Maj. Gen. Stephen M. Goldfein, Air Warfare Center commander. "Organizations involved in evaluating the latest capabilities offered by the Raptor have worked extremely hard, and we wouldn't be where we are today in the final stages of operational test and evaluation without that dedication."

During the evaluation, testers are planning to shoot five missiles and release 16 JDAMs, said Lt. Col. Jeff Weed, 422nd TES commander.

"For this part … the 422nd flies one mission per day; however, each mission may actually be four sorties that also include adversaries, tankers, ground control intercept, and the maintenance support required to produce those sorties," he explained. "With this kind of support, the missions are flown using tactics that future Raptor squadrons will take to war. The scenarios are operationally realistic."

The 57th Maintenance Group is supporting the high-paced Raptor missions by making certain the aircraft are ready to fly multiple sorties.

"Maintenance is as much a part of the test as the flying portion," Colonel Black said. "Without the huge maintenance effort by the 57th Maintenance Group to maintain the aircraft and get them airborne, progressing [this evaluation] would have been much more difficult."

The 422nd TES is a tenant unit here of the 53rd Wing at Eglin Air Force Base, Fla., and the squadron also is responsible for validating software upgrades on the Raptor's advanced avionics system and training future pilots.

Upon completion of the evaluation, Air Combat Command will decide if the Raptor will progress to Initial Operational Capability at the first operational Raptor squadron located at Langley AFB, Va.

Spotlight on DAU Learning Resources

TAKE A DAU ONLINE RESOURCES TOUR

The Defense Acquisition University recently launched a tour of its online resources to raise awareness of DAU online assets and better communicate the resources available to assist the AT&L workforce. The online tour features six major DAU online resources:

- DAU home page
- AT&L Knowledge Sharing System (AKSS)
- Acquisition Community Connection (ACC)
- Defense Acquisition Guidebook
- Virtual Campus
- Virtual Library.

The tour provides a brief description of each of the online resources, the key benefits, and the most popular features of each asset. The tour invites users to explore each of the resource assets in more depth by providing direct links to each resource. A second phase of the online tour is in development at press time and scheduled for completion in November 2005; it will focus on how to use DAU online resources to support specific job tasks. The DAU point of contact for the online tour is john.hickok@dau.mil.

ANNOUNCING WEB-ENABLED INTEGRATED FRAMEWORK CHART

The Web-enabled Version 5.1 of the Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Framework Chart (known as Integrated Framework Chart or IFC) is now available at of the AT&L Knowledge Sharing System (AKSS) Web site at <http://akss.dau.mil/ifc>. The IFC, a sub-system of AKSS, is an essential aid for defense acquisition professionals, and a workflow learning tool for AT&L professionals attending Defense Acquisition University courses. It serves as:

- A pictorial roadmap of most key activities in the system's acquisition process defined by DoD Series 5000 regulations
- A tool to assist the user in understanding the criteria for a management function in both the life cycle time line and in the functional events process.

The IFC illustrates the integration of the three major decision support systems:

- Capabilities Development (Joint Capabilities Integration & Development System (JCIDS))
- Acquisition Management (Defense Acquisition System)

- Planning, Programming, Budgeting, and Execution (PPBE) process.

The chart is based on information from the *Defense Acquisition Guidebook*, Oct. 8, 2004, and other Department of Defense documents.

The Web-based IFC is an interactive tool. By clicking on the Milestones (at the top of the chart) or the Acquisition Processes (at the left side of the chart), the user can isolate and highlight various areas of interest and view the tasks that must be accomplished either in sequence or in parallel to meet the major reviews and milestones. To understand the various parts or elements of the Web-enabled IFC, the user can drill down to a particular activity block linked to a template or knowledge object containing pertinent acquisition information about that activity. The DAU point of contact for more information is bill.hechmer@dau.mil.

MAKING ONLINE LEARNING EASIER

DAU's student population continues to grow with over 300,000 certificate completions by July 2005. To better support users in the AT&L workforce, DAU is consolidating and simplifying sites. The effort began in April 2005 with the consolidation of the Continuous Learning System with the Virtual Campus Learning System.

In August 2005, DAU completed the second phase of improvements by physically moving its hosting site for online courses and continuous learning modules from an external government center on the Internet to the NIPRNET at DAU, Ft. Belvoir, Va., and changing the URL (see below). The transition resulted in a 400 percent increase in capacity and a 30 percent improvement in system performance. These improvements will provide better and more consistent connectivity for the AT&L workforce. During high-security situations, if the NIPRNET is blocked from Internet access, the majority of the workforce is within the NIPRNET and will still have access. A second, smaller site at an alternate DAU campus is planned to provide both redundancy and connectivity for users who may not be able to gain access from the NIPRNET.

DAU has also simplified the student enrollment processes and consolidated and better organized online resources

and classroom course materials to give students one-stop shopping.

Check out and bookmark the new sites—and please share any issues or recommendations you have.
- Training Center—new site: <http://training.dau.mil >
- Virtual Campus—new URL: <https://learn.dau.mil > (formerly <https://atlas.dau.gov >)
- Continuous Learning Center—new look: <http://clc.dau. mil >.

DAU AND NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERINGS FOR INDUSTRY MANAGERS

DAU and the National Defense Industrial Association will sponsor offerings of the Defense Systems Acquisition Management (DSAM) course for interested industry managers at the following locations during fiscal 2006:
- Nov. 27–Dec. 2, 2005, InterContinental Stephen F. Austin Hotel, Austin, Texas
- Feb. 27–March 3, 2006, Orlando Rosen Centre Hotel, Orlando, Fla.
- May 1–5, 2006, U.S. Grant Hotel, San Diego, Calif.
- July 10–14, 2006, Colorado Springs DoubleTree Hotel and World Arena, Colorado Springs, Colo.

DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction and manual)
- Defense transformation initiatives related to systems acquisition
- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see "Courses Offered" under "Meetings and Events" at <http://www.ndia.org >. Industry students contact Phyllis Edmonson at (703) 247-2577 or e-mail pedmonson@ndia.org. A limited num-

ber of experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at (703) 805- 5257, or e-mail bruce.moler@dau.mil prior to registering with NDIA.

Online registration is available at: <http://register.ndia. org/interview/register.ndia?#September2005 >.

NEW CONTINUOUS LEARNING MODULES AVAILABLE

The Defense Acquisition University has added three online continuous learning modules to the DAU Virtual Campus <https://learn.dau.mil/html/clc/ Register.jsp >. The site now presents over 90 continuous learning modules tailored to the education and training of the defense acquisition, technology, and logistics workforce. Students completing the modules earn continuous learning points.

Contracting Officers Representative Overview—This new module provides students with a general knowledge of roles and responsibilities of personnel involved in the contracting process (3 CLPs)

Facilities Capital Cost of Money—Outlines points to consider as you develop a pre-negotiation position for facilities capital cost of money (1.5 CLPs)

Analyzing Profit for Fee—Learn the approach and guidelines for developing a reasonable profit/fee position (1.5 CLPs).

DEFENSE ACQUISITION UNIVERSITY 2006 CATALOG

The 2006 DAU Catalog has been posted at <http://www.dau.mil/ catalog >. The version at this Web site is configured as a traditional .pdf file broken down by chapter and appendix as well as the catalog in its entirety.

Those interested may request a catalog on CD or in hardcopy (please specify) by contacting DAU's Student Services Office at student.services@dau.mil (hardcopies are limited to one copy per request). Information in the hardcopy catalog is current as of Oct. 1, 2005. The catalog is updated online periodically throughout the training year, and new CDs are produced with each update. Currency of information contained in hardcopies and CDs should always be confirmed online.

Career Development

ARMY AWARDS NEW AKO CONTRACT

FORT BELVOIR, Va.—A contract valued at more than $152 million has been awarded to Lockheed Martin Corporation to manage Army Knowledge Online, the Army's enterprise Web portal.

Under the agreement, Computer Sciences Corporation and Science Applications International Corporation (SAIC) are major subcontractors with Lockheed Martin to help manage the AKO portal.

G-6 statistics indicate that AKO is logged onto more than a half million times daily by soldiers, Department of Army civilians, and others with sponsored accounts.

This past year, the Army's chief information officer/G-6, Lt. Gen. Steven Boutelle, directed two fundamental business process improvements for AKO.

As of June 1, responsibility for system development and oversight and for day-to-day management of AKO operations was moved from Network Enterprise Technology Command/9th Army Signal Command to Program Executive Office Enterprise Information Systems. PEO EIS. Officials said this move provides a better alignment of personnel and core competencies against organizational missions.

A universally secure, single point of entry for official Army business, available 24x7 worldwide, AKO uses the power of single sign-on and authentication capability to connect with knowledge, systems, and services. For the first time in the Army, AKO brings people, communities, systems, and applications together into one place, said Kevin Carroll, program executive officer for PEO EIS.

Second, the new contract gives the Army a single synergistic industry team to work with to optimally evolve and sustain AKO, PEO EIS officials said. They said the procurement also gives the Army a chance to have industry provide ideas on how to best evolve AKO with new capabilities.

Lockheed Martin will provide systems operations and maintenance, network communications, hardware and software integration, and 24/7 help desk support for both the unclassified and secure Army networks.

The award is for a base year with six option years and is a performance-based, fixed price, time and materials contract established by the Army Contracting Agency's Information Technology and Electronic Commerce Commercial Contracting Center, known as ITEC4.

Bryon Young, director of ITEC4, said he believes the AKO-EIS competition and resulting award "is an excellent example of the benefits that can be achieved through a performance-based acquisition strategy."

PEO EIS will have oversight of the new contract.

"Combining the great things that AKO has done in the past with the net-centric future that Army modularity will provide—this is a great opportunity for the Army," said Carroll from his Fort Belvoir office as the contract announcement was made .

"AKO prides itself in service to soldiers supporting Army operations around the world. Through the hard work of countless IT pioneers, AKO has steadily grown to a world class intranet service in a few short years, and our team looks forward to the continued evolution of technological advances to meet the needs of the Army active duty, Guard, Reserve, DA civilians, retirees, family members, and other users," said Greg Fritz, the acting director of AKO.

Gary Winkler, the Army's AKO user representative in the CIO/G6, said, "With AKO's industry team in place and its management shift to PEO EIS, we should be very effective and efficient at quickly infusing new capabilities for all Army users, building upon AKO's successes to date."

DAU MIDWEST REGION AND U.S. ARMY TACOM LCMC SIGN LEARNING ORGANIZATION AGREEMENT

Carl D. Hayden

On July 18, 2005, the Defense Acquisition University Cooperative Learning Organization and U.S. Army Tank-automotive and Armaments Command Life Cycle Management Command signed a learning organization agreement that establishes a centralized learning center for professional development of the TACOM acquisition, technology, and logistics work-

Signing the learning organization agreement in Warren, Mich., are Gerald Emke, dean, DAU Midwest Region (seated left) and Maj. Gen. William Lenaers, USA, commander, U.S. Army TACOM Life Cycle Management Command. Standing (left to right) are Carl D. Hayden, associate dean of academics, DAU Midwest Region; Katherine Bell, assistant chief of staff for personnel, TACOM G1; Rick Bradley, chief, TACOM Learning Center; and Nancy W. Deming, TACOM training coordinator. *Photograph by Karen Sas, TACOM.*

force. The new center allows the two organizations to leverage both TACOM LCMC training and DAU programs.

Signing the agreement were Army Maj. Gen. William Lenaers, commander, TACOM LCMC, Warren, Mich., and Gerald Emke, dean, DAU Midwest Region, Kettering, Ohio. Also present at the signing were Carl D. Hayden, associate dean of academics, DAU Midwest Region; Katherine Bell, assistant chief of staff for personnel, TACOM G1; Rick Bradley, chief, TACOM Learning Center; Nancy W. Deming, TACOM training coordinator; and Dr. Donald McKeon, professor, DAU Midwest TACOM Satellite Office.

The TACOM LCMC learning organization is a cooperative effort that provides learning support and knowledge management to members of the TACOM LCMC community. Currently, the DAU Midwest Region satellite office in Warren, Mich., staffed by two DAU professors, provides and coordinates training, site-specific performance support consulting, and classroom training. Twenty-eight DAU classes, five systems engineering workshops, and nine performance-based service acquisition workshops (specially, tailored for TACOM) are scheduled for fiscal 2006.

Acquisition Insight Day

The Acquisition Insight Day held on Aug. 17 at the U.S. Army Tank Automotive Research, Development and Engineering Center (TARDEC) auditorium and at TACOM's training facilities was the first of many events brought about as a result of the learning organization agreement. It provided the nearly 18,000-member acquisition workforce at TACOM the opportunity to learn of the new DoD initiatives. DAU Midwest Region faculty, with faculty support also from DAU Capital and Northeast Region and DAU West Region, provided seminars on the new initiatives and updates on existing ones.

Hayden is the associate dean of academics for DAU Midwest Region.

DEFENSE ACQUISITION UNIVERSITY MIDWEST REGION
DAU DEVELOPS SYSTEMS ENGINEERING REVITALIZATION COURSES FOR U.S. ARMY TACOM LCMC

The Defense Acquisition University (DAU) Midwest Region has developed two systems engineering revitalization courses for the Army: a five-day SE course tailored to revitalize the use of systems engineering by Program Executive Office Ground Combat Systems (GCS), part of the Tank-automotive and Armaments Command Life Cycle Management Command (TACOM LCMC) community; and a four-day course tailored for concept development activities for the Tank Automotive Research, Development and Engineering Center (TARDEC)'s Advanced Concepts Team. Both organizations are located in Warren, Mich.

The first class was piloted May 23–26, 2005, for TARDEC's Advanced Concepts team. Since then, two five-day classes for PEO GCS have been held. Before the end of fiscal year 2005, one more four-day and two more five-day classes will be held. A one-day executive course is also under development.

High-level OSD and DA personnel in the systems engineering communities are invited to kick off each class to reinforce the importance of systems engineering, the revitalization of which was directed in 2004 by Michael Wynne, former under secretary of defense, acquisition, technology and logistics. The classes use short, group-based case studies to allow students to practice the key systems engineering concepts and tools. Student feedback has been very positive.

At least one SE class is planned for fiscal 2006.

AIR FORCE PRINT NEWS (JULY 7, 2005)
CDP'S PROVIDE AIR FORCE CIVILIAN EMPLOYEES A VOICE IN THEIR CAREER

RANDOLPH AIR FORCE BASE, Texas—As part of civilian force development efforts, development teams are now using career development plans to provide employees at the GS-13 to -15 levels with development recommendations on their careers.

The plans are forms that allow civilians to list their short- and long-term development goals. They provide employees an opportunity to indicate their personal desires for experience, training, educational opportunities and, in return, receive feedback on how their personal desires fit in with Air Force goals and requirements.

"These plans are the employees' primary voice into the civilian force management process," said Henry Snider, director of civilian force management at the Air Force Personnel Center. "We're noticing some people who've been given an opportunity to complete a CDP don't because they mistakenly believe they will have to move or take another job. The reality is there's no risk or commitment incurred by completing a [plan].

"The only risk is *not* completing a CDP," he said. "In essence, those who don't complete a [plan] are leaving their career progression to chance."

Once employees complete a development plan, it is reviewed by appropriate people in the chain of command and their career field. Ultimately, it is what development teams use to validate career goals and recommend the best next type of experience, education, or training opportunity for each employee.

That recommendation is then used by career field managers at AFPC to best match Air Force needs with each employee's expressed career goals.

Reviewers of the form will also be able to record additional recommendations made by the development teams. The CDP process, to include review, will be conducted annually or on timelines established by each career field, Snider said.

While initial efforts in civilian force development are concentrating on the GS-13 to -15 ranks, similar processes will eventually be rolled out for lower grades.

Civil engineering, financial management, contracting, program management, scientist and engineer, and personnel civilian career fields have already begun using CDPs, and by the end of the year, all GS-13 to -15 career fields will be using the plan.

Employees can contact their career field management teams at AFPC for more information about specific CDP submission timelines and content. Points of contact and additional information about civilian force management can be found online at <http://www.afpc.randolph.af.mil/cp/ >.

AIR FORCE MATERIEL COMMAND NEWS SERVICE (JULY 29, 2005)
AFIT, RESEARCH LAB AGREEMENT BOOSTS RESEARCH CAPABILITIES

Larine Barr

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Scientists, faculty and students will have greater access to research opportunities through a landmark memorandum of agreement signed July 26 between the Air Force Institute of Technology and the Air Force Research Laboratory.

Maj. Gen. Perry L. Lamy, AFRL commander, and Brig. Gen. Mark T. Matthews, AFIT commandant, signed the agreement.

"This solidifies the long-standing relationship and common goals that both organizations share and allows us to more fully leverage our resources," said Lamy after signing the agreement. "Both organizations have a critical role in creating the Air Force of the future, and together we can solve future challenges."

In the works for nearly one year, the agreement forms a strategic alliance between both organizations—which have been in partnership for more than 50 years—to consolidate 10 separate agreements into one corporate agreement. It supersedes all other existing agreements between the lab's 10 technology directorates and AFIT.

"Today is significant and fortuitous—this MOA gives us greater ability to rapidly respond to the needs of the Department of Defense and the warfighter in the field," Matthews said during the ceremony.

The agreement was established for two reasons: education and research opportunities, said Jack Blackhurst, AFRL plans and programs directorate.

"We look to AFIT to educate our future scientists and Air Force leaders and to leverage AFIT research talent and lab facilities," he said.

While both organizations have performed coordinated research programs for many years, the agreement clears the path for streamlined access and resource sharing among the lab's sites across the United States and AFIT.

"We want to break down any barriers for AFIT interaction at all of our sites," Blackhurst said. "This past year, AFIT established a full-time professor at Kirtland Air Force Base (N.M.) and they have created agreements with the University of New Mexico. We hope to explore educational opportunities like this at our other sites."

Key elements of the agreement are to jointly develop personnel expertise and competencies in research areas of mutual interest, define the support required for major collaborative research programs and shared facilities, regularly review and highlight partnership accomplishments, and identify opportunities for multipartner teaming with other organizations to accomplish research objectives.

One of the primary benefits of the agreement will be increased flexibility among AFRL researchers and AFIT faculty and students, Blackhurst said.

"Researchers will be able to choose topics based on annual research calls, which are centered on topics of Air Force interest—specifically air, space, and information technologies," he said.

Another part of the agreement calls for increased interaction among the leaders of both organizations by hold-ing an annual summit, a yearly interchange meeting, and an annual Technology Day event. The agreement also establishes a partnership working group, composed of the AFRL chief technologist, AFRL chief scientists, and AFIT Graduate School deans and department heads.

Barr is with Air Force Research Laboratory Public Affairs, Wright-Patterson AFB, Ohio.

AIR FORCE PERSONNEL CENTER NEWS SERVICE (AUG. 2, 2005)
AIR FORCE INTERN PROGRAM DEVELOPS FUTURE LEADERS

RANDOLPH AIR FORCE BASE, Texas—The Air Force Intern Program Central Selection Board will convene at the Air Force Personnel Center here following the fall 2005 Developmental Team Review Process.

The board will choose 30 junior and mid-level captains to study the application of air and space power and observe senior Defense Department leaders in critical decision-making processes.

The fast-paced 12- to 24-month program is designed to develop tomorrow's leaders. While the program is available to line and nonline officers, a maximum of three slots are available to nonline officers.

"[It] is another great opportunity for young officers to continue their development," said Maj. Bill Schlichtig, chief of AFPC's officer developmental education branch here. "It's a method of preparing our very best officers for future key leadership positions."

The program combines hands-on experience as an intern in the offices of the secretary of defense, Joint Chiefs of Staff, and/or the Air Staff as well as an opportunity to earn an Air Force-funded master's degree in organizational leadership from the George Washington University.

"Selection for [the program] is based on potential for greater achievement as demonstrated by an officer's ability to handle more challenging jobs," Major Schlichtig said. "We want senior raters to nominate their absolutely best officers to meet the fall development teams for possible selection."

The program consists of two phases for interns not enrolled in GWU and three phases for those who are.

Officers incur a three-year active-duty service commitment upon completion of the program. Those who have not attended Squadron Office School in-residence will be allotted quotas to attend before starting the program.

For application instructions and more information, visit the officer professional developmental Web site online at <http://www.afpc.randolph.af.mil/fdso/afip.htm >.

AIR FORCE PRINT NEWS (AUG. 1, 2005)
LOGISTICS PROGRAM BROADENS CAREERS

WASHINGTON—As the premier logistics training program in the Air Force, the logistics career broadening program provides logistics officers the chance to attain specialized knowledge in their career field.

The two-year program not only provides unique instruction in logistics but also lends opportunities for officers to grow as leaders and managers. The career broadening officer works in various disciplines, learning the functions and challenges of other logistics career fields and can earn professional certifications in program management and acquisition logistics.

"The CBOs gain the wholesale perspective at an air logistics center, and the air logistics centers benefit from the officer's field-level experience and different perspectives on the problems we face as an Air Force," said Brig. Gen. Polly A. Peyer, Pacific Air Forces director of logistics. "Countless times each year, this experience is used to mold depot processes and personnel knowledge to maintain and improve support structures. Bottom line, the CBO gets the chance to have a direct influence on Service-wide logistics issues from day one, while improving their personal ability to support the flight-line mission."

These logistics officers also have an opportunity to work on high-level projects. The program's officers have developed the new Civilian Achievement Medal, built the Blue School as an introduction to the military for new civilian hires, and served as action officers for the secretary of the Air Force's Benchmarking with Industry Project. These developmental opportunities are designed to foster professional growth, not just as logisticians but also as leaders.

"The logistics career broadening program has evolved into a program for logistics officers that is producing officers with the potential to fill senior leadership positions, both at the air logistics centers and in the field," said Lt. Col. Brian Yoo, program manager.

The selected captains for the 2005 to 2007 logistics career broadening program will complete their training at Hill Air Force Base, Utah; Robins AFB, Ga.; Tinker AFB, Okla.; and the Defense Logistics Agency at Scott AFB, Ill.

Those captains selected for training at Hill AFB are:
- Ivan Pennington
- Jean-Jacques Futey
- Kenneth Ocker
- Kenneth Benton
- Aabram Marsh
- Jeremy Wells
- Andy Loving.

Those captains selected for training at Robins AFB are:
- Darren Brumfield
- David Wilson II
- Gaius Barron
- Buddy Elliott Jr.
- Gary Durst.
- Sean Tunaley
- Aaron Boyd.

Those captains selected for training at Tinker AFB are:
- Bradley Garcia
- Peter Abercrombie
- Adam Digerolamo
- John Schloss
- Brady Fischer
- Ashley Cannon
- Charles Dunaway
- Charles Hawkins.

Capt. Mark Guillory was selected for training at DLA.

DEFENSE AT&L LIFE CYCLE MANAGEMENT FRAMEWORK CHART

The Web-enabled Version 5.1 Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Framework Chart—known by the short title "Integrated Framework Chart (IFC)"—is now available at <http://akss.dau.mil/ifc >. The IFC is an essential aid for defense acquisition professionals, and a workflow learning tool for AT&L professionals and Defense Acquisition University (DAU) courses. It serves as a pictorial roadmap of most key activities in the systems

acquisition process. The chart is based on information in the Defense Acquisition Guidebook and key DoD policy documents such as the 5000 Series and CJCS instructions, and illustrates the interaction of the following three major decision support systems:

- Capabilities Development (Joint Capabilities Integration & Development System (JCIDS))
- Acquisition Management (Defense Acquisition System)
- Planning, Programming, Budgeting, and Execution (PPBE) Process.

FY06 LTC/COL, GS-14/15 PROJECT/PRODUCT MANAGER/ ACQUISITION COMMAND SLATE

The U.S. Army Human Resources Command recently released the FY06 Colonel/ GS-15 Project Manager/Acquisition Command slate. Also released was the FY06 Lieutenant Colonel/GS-14 Product Manager/Acquisition Command slate. View the list at <http://asc.army.mil/portal.cfm >.

OVERVIEW OF USD(AT&L) CONTINUOUS LEARNING POLICY

Acquisition personnel in Defense Acquisition Workforce Improvement Act (DAWIA) billets who are certified to the level of their position must earn 80 continuous learning points to meet Continuous Learning Policy requirements issued by the USD(AT&L) on Sept. 13, 2002. Continuous learning augments minimum education, training, and experience standards. Participating in continuous learning will enhance your career by helping you to:

- Stay current in acquisition functional areas, acquisition and logistics excellence-related subjects, and emerging acquisition policy
- Complete mandatory and assignment-specific training required for higher levels of DAWIA certification
- Complete "desired" training in your career field
- Cross-train to become familiar with, or certified in, multiple acquisition career fields
- Complete your undergraduate or advanced degree
- Learn by experience
- Develop your leadership and management skills.

A point is generally equivalent to one hour of education, training, or developmental activity. Continuous learning points build quickly when you attend training courses, conferences, and seminars; complete leadership training courses at colleges/universities; participate in professional activities; or pursue training through distance learning. Continuous learning points are assigned to distance learning courses < http://clc.dau.mil > based on their academic credits or continuing education units. Other activities—such as satellite broadcasts, viewing a video tape, listening to an audio presentation, or working through a CD-ROM or Internet course—can earn continuous learning points on the basis of 1 point per 1 hour of time devoted to the activity. On-the-job training assignments, intra- and inter-organizational, rotational, broadening, and development assignments may also qualify toward meeting the continuous learning standards.

DEPARTMENT OF DEFENSE EDUCATION GATEWAY

The Department of Defense Education Gateway (EduGateway) Web site at < http://web.lmi.org/edugate/ > provides general information about science, mathematics, and engineering (SME) educational programs sponsored in whole or in part by the DoD. Sponsored and funded by the director of defense research and engineering, the site was originally intended to display information about programs with science, mathematics, or engineering content. The Web site is now open to any and all genuine educational efforts supported by the Department that knowledgeable members of the DoD family wish to report.

NATIONAL SECURITY PERSONNEL SYSTEM UPDATE (AUG. 23, 2005)

The Department of Defense is working with the Office of Personnel Management to adjust the proposed regulations implementing the new National Security Personnel System (NSPS) based on public comments and the meet-and-confer process with employee representatives. DoD anticipates publication of the revised regulations in the *Federal Register* to occur later this summer and to begin implementation of NSPS this fall. Find the latest information on NSPS at <http://www.cpms.osd.mil/nsps/ >.

CORRECTION

In the September-October 2005 issue of *Defense AT&L*, Navy Rear Adm. Daniel H. Stone was incorrectly identified in one instance as commander, Naval Sea Systems Command and chief of the Supply Corps. Stone's correct designation is commander, Naval Supply Systems Command and chief of Supply Corps.

Policy & Legislation

USD(AT&L) TO HELP DEVELOP SUPPORT STRATEGY FOR HOMELAND DEFENSE AND CIVIL SUPPORT

In a June 24 memorandum to all DoD components, agencies, and activities, Acting Deputy Secretary of Defense Gordon England set forth the Department's broad direction on homeland defense and civil support matters. As a part of that effort, he tasked the under secretary of defense (acquisition, technology and logistics) with two major initiatives.

Systematic Approach to Providing Technology and Systems for Homeland Defense

Develop a comprehensive and systematic approach to identifying and providing technology and systems solutions for homeland defense. This plan, according to the secretary's directive, should:

- Build on other analytic efforts, integrating broad capabilities needed to implement the department's strategy, including information infrastructure, interdict and defeat capabilities, mission assurance, and relevant national and international capabilities; and identifying critical needs that could be supported by defense systems.
- Include a baseline review of acquisition programs and plans; advanced concept technology demonstrations; research, development, test and evaluation; and science and technology initiatives relevant to the strategy.
- Recommend ways of leveraging these specific initiatives.

Migration of Civil Support Capabilities

The under secretary of defense for policy, in coordination with the under secretary of defense for acquisition, technology and logistics and the under secretary of defense for personnel and readiness, will identify DoD capabilities for potential migration to other federal agencies. The plan will address those capabilities that are currently unique to DoD as well as those that are provided to civil authorities on a routine basis. The effort will be coordinated fully with DoD's interagency partners. The under secretary of defense for policy will present the proposed interagency process and timeline for this effort, along with initial recommendations for potential migration.

Although the migration analysis is due to the deputy secretary in September 2005, initial recommendations on the systematic approach analysis are not due until January 2006. The under secretary of defense for policy, however, will monitor progress on each of these analyses and report their status to the deputy secretary on a regular basis.

DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENT (DFARS) CHANGE NOTICE 20050712

On July 12, 2005, the Office of the Director of Defense Procurement and Acquisition Policy published the following proposed changes to the Defense FAR Supplement (DFARS). Additional information on these proposed changes can be found at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

Export-Controlled Information and Technology (DFARS Case 2004-D010)

Proposed change contains a new subpart and a contract clause addressing requirements for preventing unauthorized disclosure of export-controlled information and technology. The proposed subpart requires contracting officers to ensure that contracts identify any export-controlled information and technology, as determined by the requiring activity. The proposed contract clause requires contractors to maintain adequate controls over export-controlled information and technology to prevent unauthorized access by foreign nationals or foreign persons.

Labor Laws (DFARS Case 2003-D019)

Proposed change updates requirements for dealing with labor relations matters; deletes obsolete or unnecessary text; and relocates to Procedures, Guidance, and Information (PGI), procedures for referral of labor relations matters to the appropriate authorities, for reporting the impact of labor disputes on defense programs, for conducting investigations of suspected violations of labor standards, and for preparation of notices and waiver requests relating to certain labor requirements.

Contract Termination (DFARS Case 2003-D046)

Proposed change relocates text on termination of Canadian Commercial Corporation contracts, from Part 225, Foreign Acquisition, to a more appropriate location in Part 249, Termination of Contracts; deletes unnecessary cross-references; and relocates to PGI, procedures for preparation of contract termination status reports, for

completion of forms to document termination settlements, for preparation of settlement negotiation memoranda, and for congressional notification of significant contract terminations.

Material Inspection and Receiving Report (DFARS Case 2003-D085)

Proposed change updates requirements for preparation of DD Form 250, Material Inspection and Receiving Report; and relocates to PGI, procedures for documenting contract quality assurance performed at a subcontractor's facility and for distribution and correction of DD Form 250-1, Tanker/Barge Material Inspection and Receiving Report.

DFARS CHANGE NOTICE 20050726

On July 26, 2005, the Office of the Director of Defense Procurement and Acquisition Policy published the following changes and proposed changes to the Defense FAR Supplement (DFARS). Additional information on these changes can be found at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm >.

Interim Rules

Sole Source 8(a) Awards to Small Business Concerns Owned by Native Hawaiian Organizations (DFARS Case 2004-D031)

Permits sole source awards to small business concerns owned by Native Hawaiian Organizations, for manufacturing contracts exceeding $5,000,000 and non-manufacturing contracts exceeding $3,000,000 under the 8(a) Program. Competition normally is required for 8(a) awards of these dollar values, except for awards to Indian tribes or Alaska Native Corporations. This change provides small business concerns owned by Native Hawaiian Organizations the same status that is provided to Indian tribes and Alaska Native Corporations under the 8(a) Program. The change implements provisions of the DoD appropriations acts for fiscal years 2004 and 2005.

Business Restructuring Costs-Delegation of Authority to Make Determinations Relating to Payment (DFARS Case 2004-D026)

Authorizes the director of the Defense Contract Management Agency to make determinations of savings related to contractor restructuring costs that are expected to be less than $25 million over a 5-year period; removes unnecessary references to requirements for certifications for business combinations that occurred before November 1997; and clarifies requirements for projected

restructuring costs and savings to be computed on a present value basis. Implements 10 U.S.C. 2325 as amended by Section 819 of the National Defense Authorization Act for Fiscal Year 2005.

Final Rule

Berry Amendment Memoranda (DFARS Case 2004-D035)

Specifies the DoD officials that are authorized to make determinations regarding the nonavailability of domestic items to fulfill DoD requirements; addresses the documentation needed to support such determinations; and requires congressional notification of such determinations that are related to the acquisition of titanium or products containing titanium. Implements policy memoranda issued by the deputy secretary of defense and the under secretary of defense (acquisition, technology, and logistics) on DoD implementation of the domestic source requirements of 10 U.S.C. 2533a (The Berry Amendment).

Proposed Rule

Transportation (DFARS Case 2003-D028)

Proposed change deletes text on transportation matters that are sufficiently addressed in the FAR or in DoD transportation regulations; clarifies requirements for inclusion of shipping instructions in solicitations and contracts; and relocates to PGI, procedures for contracting for the preparation of property for storage or shipment and for the preparation of consignment instructions.

DFARS CHANGE NOTICE 20050801

DoD published the following proposed DFARS change on Aug. 1, 2005. View the Federal Register notice for these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm >:

Proposed Rule

Notification Requirements for Critical Safety Items (DFARS Case 2004-D008)

Proposes to add a new contract clause requiring contractors to promptly notify the government of any nonconformance or deficiency that could impact item safety. The clause would be used in contracts for the acquisition of (1) replenishment parts identified as critical safety items; (2) systems and subsystems, assemblies, and subassemblies integral to a system; or (3) repair, maintenance, logistics support, or overhaul services for systems and subsystems, assemblies, and subassemblies integral to a system. The proposed change is a result of Section

Policy & Legislation

8143 of the Fiscal Year 2004 DoD Appropriations Act, which required examination of appropriate standards and procedures to ensure timely notification to contracting agencies and contractors regarding safety issues, including defective parts.

DFARS CHANGE NOTICE 20050901

On Sept. 1, 2005, the Office of the Director of Defense Procurement and Acquisition Policy published the following changes to the Defense FAR Supplement (DFARS). Additional information on these changes can be found at < http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm > .

Interim Rules

Training for Contractor Personnel Interacting with Detainees (DFARS Case 2005-D007)

Adds policy addressing requirements for contractor personnel who interact with detainees to receive training regarding the applicable international obligations and laws of the United States. Contractor personnel must receive this training before interacting with detainees and annually thereafter. This policy implements Section 1092 of the National Defense Authorization Act for Fiscal Year 2005.

Levy on Payments to Contractors (DFARS Case 2004-D033)

Adds policy addressing the effect of Internal Revenue Service levies on contract payments. Requires contractors to promptly notify the contracting officer if a levy that will jeopardize contract performance is imposed on a contract. When the contractor's inability to perform will adversely affect national security or will result in significant additional costs to the government, the contracting officer must notify the director, Defense Procurement and Acquisition Policy, in accordance with agency procedures.

Final Rules

Restrictions on Totally Enclosed Lifeboat Survival Systems (DFARS Case 2004-D034)

Removes DFARS text addressing restrictions on the acquisition of totally enclosed lifeboats from foreign sources. The restrictions are based on fiscal year 1994 and 1995 appropriations act provisions, that are no longer considered applicable, and other statutory provisions that apply only to the Navy.

Assignment of Contract Administration—Exception for Defense Energy Support Center (DFARS Case 2004-D007)

Changes the assignments of contract administration functions to reflect a memorandum of agreement between the Defense Contract Management Agency and the Defense Energy Support Center. The agreement provides for the Defense Energy Support Center to perform contract administration functions for all contracts it awards. This arrangement eliminates duplication of effort in the bulk fuel quality management program.

SUPPLY CHAIN SYSTEMS TRANSFORMATION

The Department of Defense is taking a strategic look at end-to-end supply chain management. Toward this end, e-Business and Logistics Systems Management within the Office of Defense Procurement and Acquisition Policy, have been consolidated into one single directorate. They will now be known as Supply Chain Systems Transformation (SCST). To learn more about this change, visit the SCST Web site at < http://www.acq.osd.mil/scst/index.htm >.

DEFENSE ACQUISITION PERFORMANCE ASSESSMENT PROJECT

The Defense Acquisition Performance Assessment (DAPA) project will provide the secretary of defense and the 2006 Quadrennial Defense Review recommendations on how the Department of Defense can improve the performance of the defense acquisition system for major programs. For additional information or to comment, please visit the project's Web site at < http://www.dapaproject.org/ >.

SPECIAL EMERGENCY PROCUREMENT AUTHORITIES AND DFARS CLASS DEVIATION (SEPT. 2, 2005)

The under secretary of defense for acquisition, technology and logistics authorized the use of special emergency procurement authorities increasing the micro-purchase, the simplified acquisition, and the test program for commercial items thresholds for the procurements in support of Hurricane Katrina relief efforts. In addition, the acting director for Defense Procurement and Acquisition Policy approved a DFARS class deviation authorizing the use of the Government Purchase Card by contracting officers supporting Hurricane Katrina relief efforts for purchases over $15,000, up to $250,000. The memo includes the applicable conditions and laws that must be complied with. Both memos are available at < http://www.acq.osd.mil/dpap/general/hurricane_katrina_relief.htm >.

DFARS CHANGE NOTICE 20050913

On Sept. 13, 2005, the Office of the Director of Defense Procurement and Acquisition Policy published the following change to the Defense FAR Supplement (DFARS). Additional information on this change can be found at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm >.

Final Rule

Radio Frequency Identification (DFARS Case 2004-D011)

Adds policy and a contract clause requiring contractors to affix passive radio frequency identification (RFID) tags, at the case and palletized unit load levels, when shipping certain items to certain DoD locations. Also requires contractors to electronically submit advance shipment notices to DoD, to permit association of the RFID tag data with the corresponding shipment. These requirements apply to contracts for packaged operational rations, clothing, individual equipment, tools, personal demand items, and weapon system repair parts, that will be shipped to the Defense Distribution Depot in Susquehanna, Pa., or the Defense Distribution Depot in San Joaquin, Calif. Use of RFID technology will improve the visibility of DoD assets, increase the accuracy of shipment and receipt data, and permit more efficient movement of supplies within the DoD supply chain. This DFARS change will become effective on Nov. 14, 2005, and will be incorporated into the DFARS on that date.

DFARS PROCEDURES, GUIDANCE AND INFORMATION WEB SITE AVAILABLE TO SERVE YOU

The Defense Federal Acquisition Regulation Supplement (DFARS), Procedures, Guidance and Information (PGI) Web site at <http://www.acq.osd.mil/dpap/dars/pgi/index.htm > is being developed as a companion resource to the DFARS—a result of the DFARS Transformation effort chartered by the under secretary of defense for acquisition, technology and logistics.

PGI is a companion resource containing mandatory and non-mandatory internal DoD procedures, non-mandatory guidance, and supplemental information used at the discretion of the contracting officer. PGI will not, however, contain policy or procedures that significantly affect the public and will not be published in the *Federal Register* or the *Code of Federal Regulations*. However, the HTML version of the DFARS contains links to the corresponding PGI sections.

The authority to issue PGI comes from DoD Directive 5000.35, Defense Acquisition Regulations Management and DFARS 201.301.

As designed, DFARS PGI represents a new, Web-based tool for the entire acquisition community to simply and rapidly access non-regulatory Department of Defense (DoD) procedures, guidance, and information relevant to FAR and DFARS topics.

The DFARS remains the source for regulation, implementation of laws as well as DoD-wide contracting policies, authorities, and delegations. In other words, DFARS will answer the questions, "What is the policy?" and "What are the rules?" DFARS PGI will connect the acquisition community to the available background, procedures, and guidance and answer the questions, "How can I execute the policy?" and "Why does this policy exist?"

DFARS PGI will not only provide a rapid method of disseminating non-regulatory material to contracting officers and the entire acquisition community, but it will also serve as a real-time training tool by making relevant information available on your topic of interest. DFARS PGI is new and will be evolving in the months ahead. Web site developers are moving to simpler language, an easy-to-follow format, and new tools for searching and retrieving current and past information on FAR and DFARS requirements.

DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

JUNE 7 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
    CHAIRMAN OF THE JOINT CHIEFS OF STAFF
    UNDER SECRETARIES OF DEFENSE
    COMMANDERS OF THE COMBATANT COMMANDS
    ASSISTANT SECRETARIES OF DEFENSE
    GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
    DIRECTOR, OPERATIONAL TEST AND EVALUATION
    INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
    ASSISTANTS TO THE SECRETARY OF DEFENSE
    DIRECTOR, ADMINISTRATION AND MANAGEMENT
    DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
    DIRECTOR, NET ASSESSMENT
    DIRECTOR, FORCE TRANSFORMATION
    DIRECTORS OF THE DEFENSE AGENCIES
    DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Acquisition Action Plan

  There is a growing and deep concern within the Congress and within the Department of Defense (DoD) Leadership Team about the DoD acquisition processes. Many programs continue to increase in cost and schedule even after multiple studies and recommendations that span the past 15 years. In addition, the DoD Inspector General has recently raised various acquisition management shortcomings.

  By this memo, I am authorizing an integrated acquisition assessment to consider every aspect of acquisition, including requirements, organization, legal foundations (like Goldwater-Nichols), decision methodology, oversight, checks and balances—every aspect. The output of this effort, provided to me through the Under Secretary of Defense (Acquisition, Technology and Logistics), will be a recommended acquisition structure and processes with clear alignment of responsibility, authority and accountability. Simplicity is desirable.

  This effort will be sponsored by the USAF with Dave Patterson as lead. The first action will be to establish a baseline of recommendations from earlier studies and to integrate all other acquisition reform activities into a single coordinated roadmap. This roadmap will determine the schedule to implementation and will be delivered to the DoD Leadership team within 30 days.

  Restructuring acquisition is critical and essential. Accordingly, kindly cooperate fully with Dave in this assignment. Dave Patterson can be reached at (703) 695-8777. Thanks.

Gordon England
Acting Deputy Secretary of Defense

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

JULY 20 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
        CHAIRMAN OF THE JOINT CHIEFS OF STAFF
        UNDER SECRETARIES OF DEFENSE
        COMMANDERS OF THE COMBATANT COMMANDS
        ASSISTANT SECRETARIES OF DEFENSE
        GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
        DIRECTOR, OPERATIONAL TEST AND EVALUATION
        INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
        ASSISTANTS TO THE SECRETARY OF DEFENSE
        DIRECTOR, ADMINISTRATION AND MANAGEMENT
        DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
        DIRECTOR, NET ASSESSMENT
        DIRECTOR, FORCE TRANSFORMATION
        DIRECTORS OF THE DEFENSE AGENCIES
        DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Proper Use of Non-DoD Contracts

Thank you for your support of the Department's policy regarding the "Proper Use of Non-DoD Contracts" dated October 29, 2004 (attached). We have made progress on this critical acquisition initiative but our task is not complete. With the end of the fiscal year upon us, we must ensure that all procurements using non-DoD contracts are properly planned and in the best interests of the Department. Procurements must be well defined, properly funded and meet all statutory, regulatory, and policy requirements, including your supplemental procedures, regardless of who performs the contracting function.

In order to ensure that the new policy is being followed, I ask you to conduct a review of your requirements and funds sent to non-DoD agencies for the purpose of awarding a contract or placing an order against a contract. The review should cover the period from January 2005 through September 2005. You should also conduct a similar review of procurements awarded by your contracting officers using non-DoD contracts. Included in the review should be an assessment of your compliance with the competition requirements of Section 803 of the 2002 National Defense Authyorization Act. Please provide me a summary of your assessments by December 2005.

My point of contact for this undertaking is Michael Canales, DPAP/Policy. He can be reached at 703-695-8571, or via e-mail at michael.canales@osd.mil.

Kenneth J. Krieg

Attachments:
As stated

> **Editor's note**: View the attachment to this memorandum on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/specificpolicy/index.htm>.
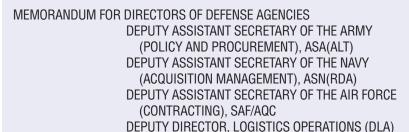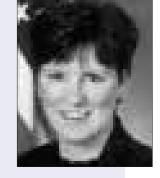
OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301 - 3000

ACQUISITION,
TECHNOLOGY AND
LOGISTICS

JUN 27 2005

DPAP/P

MEMORANDUM FOR DIRECTORS OF DEFENSE AGENCIES
      DEPUTY ASSISTANT SECRETARY OF THE ARMY
        (POLICY AND PROCUREMENT), ASA(ALT)
      DEPUTY ASSISTANT SECRETARY OF THE NAVY
        (ACQUISITION MANAGEMENT), ASN(RDA)
      DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE
        (CONTRACTING), SAF/AQC
      DEPUTY DIRECTOR, LOGISTICS OPERATIONS (DLA)

SUBJECT: Requirement for Electronic Submission of Payment Requests (DFARS 252.232-7003)

    DFARS 252.232-7003 requires electronic submission of payment requests unless (a) the contractor is unable to submit a payment request in electronic form or (b) DoD is unable to receive a payment request in electronic form. When the contractor is unable to submit or DoD is unable to receive the payment request electronically, the contractor is required to submit the payment request using a method mutually agreed to by the contractor, the Contracting Officer, the contract administration office, and the payment office.

    For MOCAS [Mechanization of Contract Administration Services] contractors, DoD currently has the ability to receive all payment requests electronically. Therefore, as noted in the attached memorandum, beginning August 1, 2005, DFAS will reject any non-electronic invoices submitted by MOCAS contractors unless the contractor has provided documentation/rationale to the contracting officer showing that it is unable to submit payment requests in electronic form.

    The Administrative Contracting Officer (ACO) shall promptly review any documentation/rationale showing why the contractor is unable to submit payment requests in electronic form. Any contractor documentation/rationale sent to the Procuring Contracting Officer (PCO) shall be forwarded to the ACO for review. As part of this review, the ACO shall, to the extent necessary, consult with the PCO, the payment office, and the cognizant auditor. When the ACO believes the documentation/rationale is sufficient, the ACO shall notify the contractor in writing and, if practical, coordinate a date by which the contractor will begin submitting invoices in electronic form. If the ACO believes the documentation/rationale is insufficient, the ACO shall notify the contractor in writing that electronic submissions are required, and specify the date after which non-electronic submissions will be rejected. In either case, copies of the written notifications shall be provided to the PCO, the payment office, and the cognizant auditor.

    If you have any questions regarding this memorandum, please contact Mr. David J. Capitano, Senior Procurement Analyst, at 703-847-7486 or david.capitano@osd.mil.

Deidre A. Lee
Director, Defense Pocurement
and Acquisition Policy

Attachment:
As stated

Editor's note: View the attachment to this memorandum at <http://www.acq.osd.mil/dpap/policy/policyvault/policy_1.htm>.

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301 - 3000

JUL 06 2005

ACQUISITION,
TECHNOLOGY AND
LOGISTICS

DPAP(DAR)

MEMORANDUM FOR DIRECTORS OF DEFENSE AGENCIES
          DEPUTY ASSISTANT SECRETARY OF THE ARMY
            (POLICY AND PROCUREMENT), ASA(ALT)
          DEPUTY ASSISTANT SECRETARY OF THE NAVY
            (ACQUISITION MANAGEMENT), ASN(RDA)
          DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE
            (CONTRACTING), SAF/AQC
          DIRECTOR, DEFENSE CONTRACT MANAGEMENT AGENCY
          EXECUTIVE DIRECTOR, ACQUISITION, TECHNOLOGY AND
            SUPPLY DIRECTORATE (DLA)

SUBJECT: Class Deviation–Exemption from Limitations on Procurement of Foreign Information
        Technology that is a Commercial Item, FY 2005

When using fiscal year 2005 funds to acquire information technology that is a commercial item, do not use any of the following Defense Federal Acquisition Regulation Supplement (DFARS) provisions and clauses as prescribed at DFARS 225.1101(1), (2), (9), and (10) or the associated FAR clauses which they otherwise replace:

- 252.225.7000, Buy American Act—Balance of Payments Program Certificate.
- 252.225-7001, Buy American Act and Balance of Payments Program.
- 252.225-7035, Buy American Act—Free Trade Agreements—Balance of Payments Program Certificate.
- 252.225-7036, Buy American Act—Free Trade Agreements—Balance of Payments Program.

The Buy American Act does not apply to these acquisitions of foreign information technology because Section 517 of Division H Title II of the Consolidated Appropriations Act, 2005 (Pub. L. 108-447) provides exemption (Atch 1).

When applicable, continue to use the Trade Agreements provision and clause at 252.225-7020 and 252.225-7021, as prescribed at 225.1101(5) and (6).

This class deviation is effective upon signature, and remains in effect until incorporated in the DFARS or until otherwise rescinded.

Deidre A. Lee
Director, Defense Procurement
  and Acquisition Policy

Attachment:
As stated

cc:
DSMC, Ft. Belvoir

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3000

AUG 01 2005

ACQUISITION,
TECHNOLOGY AND
LOGISTICS

MEMORANDUM FOR DIRECTORS DEFENSE AGENCIES
      DEPUTY ASSISTANT SECRETARY OF THE ARMY
        (POLICY AND PROCUREMENT), ASA(ALT)
      DIRECTOR, ARMY CONTRACTING AGENCY
      DEPUTY ASSISTANT SECRETARY OF THE NAVY
        (ACQUISITION MANAGEMENT), ASN(RDA)
      DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE
        (CONTRACTING), SAF/AQC
      DIRECTOR, DEFENSE CONTRACT MANAGEMENT AGENCY
      DEPUTY DIRECTOR FOR LOGISTICS OPERATIONS (DLA)
      DIRECTOR, ADMINISTRATION AND MANAGEMENT

SUBJECT: Update on Transition to the Federal Procurement Data System – Next Generation (FPDS-NG)

I am taking this opportunity to provide you with an update regarding the Department of Defense's (DoD)'s transition to the Federal Procurement Data System – Next Generation (FPDS-NG). I recognize the continued hard work and dedication displayed by those many individuals who have contributed to ensuring that DoD continues to set the standard for contract action reporting.

DoD continues to work closely with the FPDS-NG system steward, the General Services Administration (GSA), identifying the key DoD requirements that need to be properly in place for a successful, seamless transition to FPDS-NG's machine-to-machine environment. GSA is diligently working on developing a program plan that will support the transition, but that plan is still in development. As such, given we have entered the fourth quarter of the fiscal year, I want to provide our field operations with the information necessary to adequately plan ahead.

In my January 24, 2005 memo, I explained that the majority of DoD contracting activities will continue to use DD Form 350s to report contract actions greater than $2,500 through FY05. All activities should continue to operate in this manner. Accordingly, you are expected to continue reporting DD Form 350 actions to the Defense Manpower Data Center (DMDC) (formerly the Directorate for Information Operations and Reports – DIOR) pursuant to the monthly schedule set forth in my memo dated March 2, 2005. We expect a normal year-end closeout in October 2005 (for which a specific schedule will be issued later in September 2005), after which DoD's FY05 reporting data will be migrated to FPDS-NG. We continue to support pilot sites that are interfacing directly with FPDS-NG (e.g., Fort Sill, the Defense Contracting Command – Washington, and the DoD Education Activity).

Although work on the FPDS-NG transition continues, we are committed to taking a conservative approach that has minimal impact on the Depoartment's ability to report timely and accurate information as well as on the ability of the public and Congress to access that information. Therefore, we will continue to report via DD 350s into FY06, and, accordingly, basic FY06 edits are being prepared and will be published as soon as possible. Since the transition to FPDS-NG occurs during FY06, FY06 edits are to be considered guidance and specific implementation of edits in Component reporting systems is at the discretion of the Components. Please note that the Department's Standard Procurement System's (SPS)'s Procurement Desktop-Defense application will maintain currently programmed edits.

If GSA meets its current schedule, we anticipate an orderly transition of our contract writing systems to interface directly with FPDS-NG during the Q1-Q3 FY06 timeframe. DoD contract writing systems and contract action reporting offices should plan accordingly. As the SPS program is already certified and positioned to transition, we plan to transition SPS sites first during Q1-Q2 of FY06 after FY05 close-out. Other contract writing systems and manual users will follow in Q2-Q3. Please work with your DoD FPDS-NG Core Team representatives identified below as they develop the specific site transition schedules for your Component. Contracting offices using contract writing systems that do not timely complete the interface certification process with FPDS-NG will be required to use the FPDS-NG manual Web portal.

Thank you all for your continued cooperation, patience, and support. Again, my action officer for FPDS-NG is Lisa Romney, lisa.romney@osd.mil, (703) 614-3883, ext. 107. Additionally, please contact your designated DoD FPDS-NG Core Team representative identified below for specific Component information:

- Department of Army and Other Defense Agencies: Brian Davidson, brian.davidson@osd.pentagon.mil, 703-604-4572
- Department of Navy: Patricia Coffey, patricia.coffey@navy.mil, 202-685-1279
- Department of Air Force: William Bishop, william.bishop@pentagon.af.mil, 703-588-7045, and Kathryn Ekberg, kathryn.ekberg@osd.mil, 703-588-8616
- Defense Logistics Agency: Judy Lee, judy.lee@dla.mil, 703-767-1376
- Defense Contract Management Agency: Barbara Roberson, barbara.roberson@dcma.mil, 703-428-0856
- Standard Procurement System: Joyce Allen, joyce.l.allen@us.army.mil, 703-460-1507
- Office of Small and Disadvantaged Business Utilization: Sharon Drago, sharon.drago@osd.mil, 703-588-8618, and Kathryn Ekberg, kathryn.ekberg@osd.mil, 703-588-8616

Deidre A. Lee
Director, Defense Pocurement
and Acquisition Policy

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION, LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

JUL 12 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Proper Use of Non-Department of Defense (Non-DoD) Contracts

This memorandum establishes Army policy for reviewing and approving the use of non-DoD contract vehicles when procuring supplies or services on or after January 1, 2005, for amounts greater than the simplified acquisition threshold (SAT) (the generally applicable SAT currently is $100,000). These procedures implement Section 854 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005 (Public Law 108-375) and the associated requirements of the Office of the Secretary of Defense (OSD) policy memorandum, subject: Proper Use of Non-DoD Contracts, dated October 29, 2004 (Enclosure One).

Ensuring the proper use of non-DoD contract vehicles requires an emphasis on market research, acquisition planning and early involvement in the procurement process by requiring activity, contracting, and financial management personnel. Although the requirements community has the primary responsibility to ensure compliance with this policy, all must work closely together to develop an acquisition strategy (that complies with the procedures contained in this memorandum) and to ensure that use of a non-DoD contract is in the best interest of the Army.

This memorandum applies to both direct acquisitions (i.e., orders placed by an Army contracting or ordering officer against a non-DoD contract) and assisted acquisitions (i.e., contracts awarded or orders placed by non-DoD organizations using Army funds) for supplies and services. Except as expressly noted herein, this memorandum applies to all non-DoD contract vehicles, to include orders placed by Army personnel against the General Services Administration's Federal Supply Schedules.

Defense Federal Acquisition Regulation Supplement (DFARS), Army Federal Acquisition Regulation Supplement (AFARS), and DoD Financial Management Regulation changes will be forthcoming as a result of this policy. In the interim, addressees shall use the procedures set forth in Enclosure Two, which have an effective date of January 1, 2005.

The Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology) points of contact are Ms. Barbara Binney at (703) 604-7113, and Mr. Ed Cornett at (703) 604-7142, office symbol SAAL-PP. The Office of the Assistant Secretary of the Army (Financial Management and Comptroller) point of contact is Mr. Joseph Hemphill at (703) 692-7487, office symbol BUC-E.

This memorandum also rescinds the Deputy Assistant Secretary of the Army (Policy and Procurement) memorandums, subject: Military Interdepartmental Purchase Requests (MIPRs), dated March 4, 2002 and March 8, 2002.

Valerie L. Baldwin
Assistant Secretary of the Army
(Financial Management and Comptroller)

Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

Enclosures:
1. OSD Memorandum, Proper Use of Non-DoD Contracts, October 29, 2004
2. Army Policy for Proper Use of Non-DoD Contracts

> **Editor's note**: View the distribution and enclosures to this memorandum at <https://webportal.saalt.army.mil/saal-zp/armypolicyuseofnon-dodcontracts.pdf>.

Conferences, Workshops & Symposia

USJFCOM REQUESTS INDUSTRY'S INVOLVEMENT IN CREATING CAPABILITIES FOR JOINT WARFIGHTERS

Jennifer Colaizzi

CHESAPEAKE, Va.—With 48 percent of the world's population living in urban areas, joint and coalition warfighters need to be prepared to effectively act in urban environments. That premise served as the theme for a USJFCOM Focused Forum on Joint Urban Operations held at the Chesapeake Conference Center on July 13.

As U.S. Joint Forces Command (USJFCOM) continues to train and equip joint warfighters for urban environments, command officials asked industry and academic leaders participating in the forum to listen to the command's joint urban operations requirements and deliver integrated capabilities.

"When facing an enemy that doesn't care if a target is a military target or a non-military target, we need to think in a non-traditional way," said Air Force Maj. Gen. James Soligan, USJFCOM chief of staff. "We have lots of room to grow, and I challenge you to think in non-traditional ways" and develop capabilities for non-traditional urban environments.

According to Soligan, places like Fallujah provide traditional urban environments, but the Global War on Terror requires a focus on non-traditional urban environments like Madrid, Spain; and New York.

More than 300 industry and academic leaders listened to Soligan and other command officials outline USJFCOM's mission and how joint urban operations concepts and requirements fit into the command's mission.

During the focused forum, command officials gave attendees a large list of major joint urban operations areas of interest:

Air Force Maj. Gen. James N. Soligan, U.S. Joint Forces Command chief of staff, speaks July 13, 2005, to defense industry representatives at a USJFCOM Focused Forum on Joint Urban Operations held at the Chesapeake Conference Center. USJFCOM periodically organizes various focused forums as a way to communicate its needs to industry. Soligan is responsible for managing the command's warfighting initiatives and providing guidance to the command's executive staff on day-to-day matters. *Photograph by Air Force Senior Airman Bryan Axtell.*

- Difficulties associated with identifying and targeting adversaries
- Command, control, and communications (C3) systems that operate reliably in urban environments and underground
- Platform and personnel navigation systems that operate reliably in urban environments and underground
- Multi-spectral and integrated intelligence, surveillance, and reconnaissance (ISR) sensors capable of seeing through roofs, walls, structures, and vehicles at some standoff distance.
- Tags for individuals and vehicles to support tracking, identification, and targeting that operate reliably in urban environments and underground
- Processes and procedures to systematically engage subject matter experts and institutions to assess and evaluate political, military, economic, social, infrastructure, and information issues
- Ability to pick targets out of severe background clutter and a means to separate military targets from civilian look-alikes
- Ability to disguise sensors and deploy them in stealthy ways.

"We are serious about engaging industry," said Richard Carter, the science and technology advisor for USJFCOM's Joint Urban Operations office. "We believe you have technologies that we don't know about. We want to know how you would address these areas of interest."

Focused forums are generally followed by technology information exchanges (TIE), which are industry's opportunity to supply USJFCOM with capabilities briefings.

Colaizzi is with USJFCOM Public Affairs. For more information on USJFCOM, visit < http://www.jfcom.mil > .

U.S. ARMY ACQUISITION SUPPORT CENTER PRESS RELEASE (AUG. 26, 2005)
ARMY ACQUISITION SENIOR LEADERS CONVENE IN DETROIT

DETROIT—The 2005 Acquisition Senior Leaders and AMC Commanders Conference, held Aug. 22–25, was hosted by Assistant Secretary of the Army for Acquisition, Logistics and Technology/Army Acquisition Executive Claude M. Bolton Jr., and Gen. Benjamin S. Griffin, commanding general, U.S. Army Materiel Command. The conference provided the AAE, senior Army acquisition and AMC leaders the opportunity to communicate directly with program executive officers; program, project and program managers; acquisition commanders; and Life Cycle Management

Command (LCMC) commanders. This diverse group of Army senior leaders discussed acquisition transformation, guidance, and policies impacting the AL&T workforce.

This year's SLCC theme was *Together, Spiraling Tomorrow's Technology to Soldiers Today!* The conference focused on the progress made and challenges acquisition leaders still face in implementing the new LCMCs while at the same time striving to efficiently and effectively equip our soldiers fighting the global war on terrorism.

Building a comprehensive logistics sustainment base through LCMC implementation is an important Army goal and one of the main reasons that this year's invitation-only conference was held in Detroit. Detroit's rich history in automotive technology and industrial manufacturing provided the perfect backdrop for the SLCC and afforded conference attendees the opportunity to tour the Ford River Rouge Plant and the Henry Ford Museum. Conference participants also attended workshops, seminars, and forums that highlighted the Army's commitment to transformation and to spiraling tomorrow's technology to soldiers today.

More information about the 2005 SLCC can be found at: <http://asc.army.mil/events/conferences/2005/slc_conference/default.cfm >.

Media contact: Mike Roddin, Director, Strategic Communications, ASC, (703) 805-1035, e-mail mike.roddin@us.army.mil.

17TH ANNUAL INTERNATIONAL INTEGRATED PROGRAM MANAGEMENT CONFERENCE

The 17th annual International Integrated Program Management Conference will be held Nov. 6–9, 2005, in Tysons Corner, Va. The conference will feature seminars, workshops, and symposia providing the latest information on Earned Value Management tools, best practices, and current trends. For more information, please visit the conference Web site at <http://www.pmi-cpm.org/public/pages/news_events/news_events.html >.

2005 FALL NATIONAL SBIR/STTR CONFERENCE

The 2005 Fall National Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Conference will be held Nov. 14–17, 2005, in Albany, N.Y. This conference will give partici-

pants the tools they need to obtain part of the $2 billion plus available to small business innovators. This conference will also provide participants with multiple opportunities to meet and network with SBIR and STTR program managers and fellow attendees including SBIR/STTR award winners, speakers, and experts from business and the government. For additional information, please visit the conference Web site at: <http://www.pmi-cpm.org/public/pages/news_events/news_events.html >.

2005 PEO/SYSCOM COMMANDERS' CONFERENCE (NOV. 15–16, 2005)

The 2005 Program Executive Officer/Systems Command (PEO/SYSCOM) Commanders' Conference will be held at the Defense Acquisition University, Fort Belvoir, Va., Nov. 15-16, 2005. The PEO/SYSCOM Conferences and Workshops are a series of senior-level, invitation-only, non-attribution events that host approximately 400 Department of Defense and industry participants at each event. They provide senior leadership from the Department of Defense and Industry an excellent opportunity to meet and share their views and priorities. As the agenda is finalized, information on the 2005 conference will be posted to the conference Web site at < http://www.peosyscom.com > .

DEFENSE LOGISTICS 2005

Defense Logistics 2005 will be held Nov. 28–Dec. 1, 2005, at the Renaissance Hotel, Washington, D.C. This leading cross-Service logistics conference will tackle key challenges associated with transforming logistics. Walk away with immediately actionable strategies that will positively impact the warfighter today. Key themes include:
- Acquisition And Procurement
- Total Life Cycle Systems Management
- Interoperability/Interdependence
- In-Theatre Support and Visibility
- End-To-End Distribution: The Last Tactical Mile
- Reducing The Mobility Footprint
- Sense and Response Logistics
- Implementing and Managing Performance Based Logistics
- Depot Partnerships and Maintenance
- Cross-Service Logistics Enterprise Integration
- RFID-UID Mandate
- Supplier Relationship Management – Networked Supply Chain Management.

A Networked Supply Chain Day will be held Nov. 28, while Dec. 1 will be designated Defense Acquisition and Procurement Day. Hear directly from acquisition and logistics leaders who are developing and implementing acquisition and logistics transformation strategies designed to create a fully seamless acquisition process.
- Army Gen. Benjamin S. Griffin, Commanding General, Army Materiel Command
- Air Force Gen. Norton A. Schwartz, Commander, U.S. Transportation Command
- Gen. Sir Kevin O'Donoghue, Chief of Defence Logistics
- Kenneth J. Krieg, Under Secretary of Defense (Acquisition, Technology and Logistics)
- Navy Vice Adm. Justin D. McCarthy, Director for Material Readiness and Logistics, N4
- Air Force Lt. Gen. Duncan J. McNabb, Director, Logistics, The Joint Staff
- Army Lt. Gen. Claude V. Christianson, Deputy Chief of Staff, G-4
- Navy Vice Adm. Keith Lippert, Director, Defense Logistics Agency
- Marine Lt. Gen. Richard Kramlich, Deputy Commandant for Installations and Logistics
- Air Vice-Marshal KJ Leeson, Assistant Chief of the Defence Staff (Logistics Operations)
- Vice Adm. Thad W. Allen, Chief of Staff, U.S. Coast Guard
- Terry J. Pudas, Acting Director, Force Transformation, Office of the Secretary of Defense.

Register today for Defense Logistics 2005 at <http://www.wbresearch.com/defenselogisticsusa/ >.

NATIONAL CONTRACT MANAGEMENT ASSOCIATION (NCMA) WORLD CONGRESS 2006

The NCMA World Congress 2006 will be held April 10–12, 2006, at the Hyatt Regency, Atlanta, Ga. This year's theme will be *Achieving High Performance in Global Business: Leadership, Outsourcing, and Risk Management*. Keynote presenters will be Patricia Russo, CEO, Lucent Technologies, speaking on "Leadership in Global Business"; and Rik Kirkland, Global Editor, *Fortune Magazine*, on "Rising to the Challenges of Global Business."

At World Congress 2006 you'll discover networking opportunities; career fair (bring your resumes!); exhibit hall with vendor demonstrations; and over 120 concurrent track sessions, including Executive Leadership, e-Business, Contract Law, Commercial Contracting, and Knowledge Management.

Register for the NCMA World Congress 2006 at <http://www.ncmahq.org/meetings/WC06/registration.asp >.

Acquisition & Logistics Excellence

SOLDIER TESTER AT ABERDEEN TEST CENTER HELPS ARMY DEVELOP COMMON REMOTELY OPERATED WEAPON STATION

Mike Cast

The hazards facing U.S. troops who traverse the terrain in Iraq in their Humvees impelled the Army to conduct a short-fuse test and evaluation program that provided them with better armor protection. But soldiers in Iraq also needed a weapon to engage the enemy from a light tactical vehicle without exposing the gunner. And they needed one that could do so at a distance. As the Army developed a weapon to meet those needs, the efforts of a soldier assigned to the Aberdeen Test Center (ATC)—Army Sgt. John Lowe—made a critical difference.

The test center, one of many belonging to the Developmental Test Command, has been a key player in the program to test and refine the solution called the Common Remotely Operated Weapon Station, or CROWS. Lowe not only provided soldier input as the system developed, but also took part in a rapid-reaction operational test and deployed to Iraq recently to train soldiers in its use.

Many of the weapon systems in the Army's arsenal are technological wonders, but they have had to undergo several phases of rigorous testing and evaluation by engineers and technicians before they were deemed capable of meeting the Army's evolving mission requirements. The war against terrorism in Afghanistan and Iraq has changed that paradigm, forcing the acceleration of test schedules and other measures, including the issuance of "urgent material releases" so that systems badly needed by American troops get into their hands in the shortest possible time.

U.S. military police in Iraq had received the CROWS to conduct an operational assessment in December 2003; and in April 2004, the system entered its development and demonstration phase, one of the phases in the acquisition cycle that "is all about reliability," according to Lt. Col. Kevin Stoddard, the Army's product manager for Crew Served Weapons at Picatinny Arsenal, N.J. That's when ATC and its test facilities played a significant role, Stoddard said. Lowe was committed to making CROWS an effective and reliable system, he adds.

CROWS—The Common Remotely Operated Weapon Station

CROWS, a system manufactured by Recon/Optical, Inc., of Barrington, Ill., a leading manufacturer of tactical reconnaissance cameras, is designed to be moun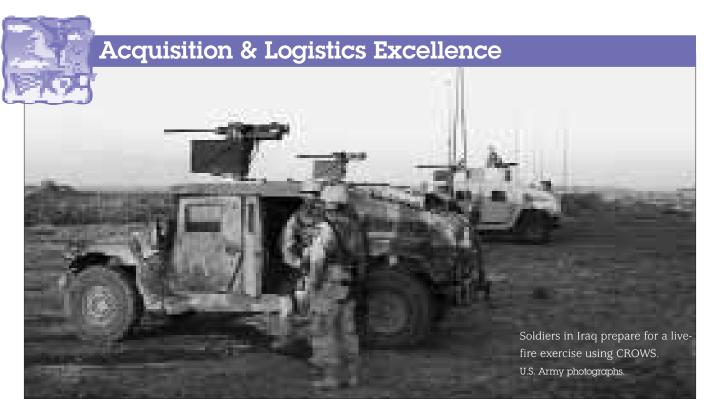ted to a number of vehicles, including the M1114 up-armored Humvee for armored scouts and military police. Four crew-served weapons have been integrated into and demonstrated on CROWS: the M2 heavy barrel, .50 caliber machine gun; the MK19 grenade machine gun; the M240B, 7.62-millimeter machine gun; and the M249, 5.56-millimeter squad automatic weapon.

The CROWS sensor suite includes a daytime video camera, a second-generation forward-looking infrared (FLIR) sight, and a laser range finder for day and night missions. The system also features a ballistic computer and stabilization system so it can operate effectively when a vehicle is driving over rough terrain.

With the aid of its streaming video and the laser range finder, a gunner can continuously pan 360 degrees while on the move in an urban environment, zoom in on a target, and select a point of impact. The ballistic computer is designed to adjust the weapon's point of aim accordingly. With a stationary platform, the system is designed to be capable of identifying, targeting, and destroying enemy elements beyond 2,000 meters with one-shot, one-kill accuracy and no collateral damage.

While civilian professionals do much of the testing and evaluation of military systems, an essential part of the acquisition process is input from soldiers who can spot and help the Army correct problems that civilian testers may not see from the soldier's perspective. Lowe, assigned to ATC at Aberdeen Proving Ground in Maryland, provided a great deal of valuable soldier insight, making it possible to equip various units in Iraq with a system

Soldiers in Iraq prepare for a live-fire exercise using CROWS.
U.S. Army photographs.

that works as it should, Stoddard says, adding that Lowe's experience with the system at ATC also made him the logical choice to provide training to soldiers in Iraq.

Technologically sophisticated systems can have their idiosyncrasies, and it is the job of soldiers such as Lowe and others classified as "soldier operator, maintainer, tester and evaluator" (SOMTE) to find them, Stoddard explains. In addition to Lowe, he credits ATC staff and other SOMTE troops at ATC with helping to fine-tune CROWS and make it a more effective weapon system.

While the CROWS program was progressing through the acquisition cycle, the war in Iraq prompted an "urgent operational needs statement," which was sent to the Pentagon, Stoddard says, adding that the Pentagon response was to suggest that CROWS be fielded to soldiers in Iraq under an "urgent material release." CROWS was then classified as an operational test item, and it underwent testing by soldiers at Fort Bragg, N.C. Lowe was sent to Fort Bragg to take part in that phase of testing.

"When I assumed responsibility for the program, I had a schedule that was looking out at the July [2005] timeframe," Stoddard says. "We were going to finish up then and go into operational test at that time, but because of the urgency of the system and the fact that we wanted to get it right, we cut six months off it. Chris Merrill, ATC's test director for the CROWS program, and his team were working weekends. Starting in the September timeframe, Sgt. Lowe and those guys were out [on the range] every day. In terms of taking the system out and running it through all of its wickets—environmental chambers, electromagnetic interference chambers, automotive test-

ing—all that was done by Chris's team as well as Sgt. Lowe and the SOMTE soldiers."

Lowe arrived at Fort Bragg at the beginning of January 2005, and the operational test took place later that month. He also helped with CROWS training while there. "We had validated operations manuals and training manuals," Stoddard explained. "Sgt. Lowe helped with that. The reason it was so good to do that was that we were really moving fast on this program. We pulled out all the stops."

While various manufacturers produce remotely operated weapon systems, there is a difference among the systems in their level of "maturity" and effectiveness in meeting the Army's current needs, Stoddard said. The test team helped to identify what the Army really needs, he said.

Lowe received stateside training for his deployment to Iraq and then deployed there in early 2005 to link up with an equipping team that Stoddard's organization has in place. The Multinational Corps Iraq oversees a force-modernization group that coordinates fielding of systems there. They worked closely with Stoddard's team to develop a plan that identified several U.S. units under varying commands that need CROWS to conduct their operations.

Soldiers in identified units come to the fielding site with their vehicles so that installation kits and then CROWS can be placed on them. The work takes three days, Stoddard explained, and during that time the soldiers receive classroom training with Lowe's help. They also get about

a week of hands-on training on a basic-skills trainer, where they go through all the system controls and get mission scenarios using the actual system software. After that they get additional training by getting the feel of the system while the Humvees drive around. CROWS night-time capabilities and the 2,000-meter range of the weapon system mean changes in doctrinal tactics, for which soldiers need to train, Stoddard said.

As a reservist, Lowe requested to extend his tour of duty in Iraq to work any remaining kinks out of the CROWS. "He didn't have to go to Iraq, and he didn't have to go to my operational test," Stoddard said. "We are fortunate to have that type of dedication. He always wanted everything to be right. When we did demos he was out there early, making sure the rehearsals were done, that everything performed correctly. He took a lot of ownership and pride in this product. No money in the world can buy that."

Cast is with Developmental Test Command Public Affairs, Aberdeen Proving Ground, Md.

Pictured with a CROWS-equipped Humvee are Lt. Col. Kevin Stoddard (left), the Army's product manager for Crew Served Weapons, and Army Sgt. John Lowe at Lowe's duty station in Iraq.

USTRANSCOM PRESS RELEASE (AUG. 5, 2005)
AMC AND DLA ESTABLISH NEW INFORMATION INTERFACE TO IMPROVE DISTRIBUTION PROCESSES

SCOTT AIR FORCE BASE, Ill.—The Air Mobility Command and Defense Logistics Agency have launched an information technology solution that will help provide earlier visibility of inbound cargo destined for troops overseas. The new interface will improve information flow between DLA's Consolidation and Containerization Points (CCPs) information system and the one used at Air Force aerial ports.

The new solution allows information in DLA's Distribution Standard System (DSS) to interface with the Global Air Transportation Execution System (GATES), improving the information flow between CCPs and aerial ports of embarkation (APOEs).

DLA and AMC are working to optimize the delivery of equipment and supplies through an initiative facilitated by the U.S. Transportation Command in its role as the DoD's Distribution Process Owner (DPO). The AMC–Defense Distribution Center (DDC) Air Cargo Consolidation Integrated Process Team (IPT) was formed to reengineer processes that have a positive effect on customer wait time, item availability, velocity, and demand on strategic transportation assets to benefit deployed forces.

An increasing number of DoD air shipments are consolidated and loaded on an air pallet (termed a 463L pallet). When the 463L pallet is ready for onward movement, it is considered capped and receives a Status Code "C." This new interface then allows the capped cargo to be almost immediately visible to GATES users at the aerial ports. This alerts the airmen at the APOE giving them greater visibility as well as the estimated time of arrival.

The CCP will send two additional updates through DSS to GATES: the first, when the truck destined for the aerial port is completely loaded, and a second when the truck actually departs the CCP facility.

The interface makes information available to everyone from the Air Clearance Authority to the load planner and speeds the process for aerial port cargo handlers as well as those responsible for planning the airlift missions.

Now planners here at the Tanker Airlift Control Center can see the amount of cargo inbound to the various APOEs and adjust airflow to gain efficiency and effectiveness. The airmen at the APOEs gain efficiencies because they do not have to upload data into the GATES

terminals, and load planners are able to enter the planning cycle earlier.

This information interface between DSS and GATES is one of many initiatives aimed at improving the distribution system to deployed warfighters.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 8, 2005)
JOINT UNMANNED AERIAL VEHICLE TEAM, CENTER OF EXCELLENCE ANNOUNCED

The Department of Defense announces today the establishment of two organizations to coordinate the development and use of unmanned aerial vehicle (UAV) capabilities.

The first organization is a Joint UAV Overarching Integrated Product Team (OIPT), which will provide a forum to identify and resolve materiel issues and seek solutions common to all the military Services. The OIPT will concentrate on improving UAV system interoperability and will promote standardization and commonality of UAV systems and components through shared research and development.

The Marine Corps will initially chair the OIPT, and the chairman position will rotate among the four military services. The OIPT will include representatives of all Services, the Joint Staff, Joint Forces Command, the Office of the Secretary of Defense, and combatant commands as appropriate.

The JOIPT is a joint forum for making recommendations to the joint capabilities integration and development system (JCIDS) process to meet warfighter requirements. It will coordinate with the JUAV Center of Excellence when the lines between material and non-material solutions blur.

The second organization announced today is the Joint UAV Center of Excellence (COE). The COE is designed to improve interoperability and use, and will examine the use of sensors and intelligence collection assets to meet joint operational requirements of U.S. forces in any combat environment. This will be an operationally focused organization concentrating on UAV systems technology, joint concepts, training, tactics, and procedural solutions to the warfighters' needs. The Joint COE will stand up at Creech Air Force Base (Indian Springs Airfield), Nev., later this year.

Initial operational capability for the center is scheduled for fall of this year. A Joint UAV COE working group, including a Joint Site Activation Task Force, will be stood up this summer to support the initial operating capability.

The Army will initially lead the Joint UAV COE with the Air Force as deputy. These positions will rotate among the four military services. Once established, the center will have representatives from all four military services and other DoD and non-DoD agencies.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 22, 2005)
2005 MAINTENANCE AWARD WINNERS ANNOUNCED

The Department of Defense announced today the winners of the Secretary of Defense Maintenance Award for 2005. The recipients are:

SMALL CATEGORY
Aircraft Intermediate Maintenance Department, Naval Air Station/Joint Reserve Base New Orleans, La., United States Navy

31st Maintenance Operations Squadron, 31st Fighter Wing, Aviano Air Base, Italy, United States Air Force

MEDIUM CATEGORY
428th Transportation Company, Jefferson City, Mo., United States Army

Combat Service Support Battalion 12, 1st Maintenance Battalion, Camp Pendleton, Calif., United States Marine Corps

LARGE CATEGORY
3rd Battalion, 7th Field Artillery Regiment, Schofield Barracks, Hawaii, United States Army

USS George Washington, Naval Station Norfolk, Va., United States Navy

Annually, the Secretary of Defense Maintenance Awards Program recognizes outstanding achievements in military equipment and weapon systems maintenance by field-level organizations of the military services. Awards are presented in the categories of small, medium, and large units.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 28, 2005)
FOUR WINNERS SELECTED FOR MODELING AND SIMULATION AWARDS

The Department of Defense announced today that four winners have been selected for the seventh annual Department of Defense Modeling and Simulation (M&S) Awards. The winners for each category are:

ACQUISITION
Joint Services Lightweight Standoff Chemical Agent Detector Team, Joint Program Executive Office for Chemical Biological Defense

Team award for innovation in the employment of a comprehensive M&S approach to support systems engineering analysis. Future standoff detection and contamination avoidance programs will use this effort as a baseline for implementing best engineering practices, which will lead to improved chemical, biological, radiological, and nuclear systems, and a greater capability for the warfighter.

ANALYSIS
Joint Analysis Team, Headquarters and Support Activities Joint Cross-Service Group (Center for Army Analysis, Air Force Studies and Analysis Agency, Center for Naval Analyses)

Team award for providing senior DoD leaders with groundbreaking and innovative analytical solutions to complex challenges during the Base Realignment and Closure review.

TRAINING
U.S. Air Force Distributed Mission Operations Center, 505th Distributed Warfare Group

Team award for producing unmatched immersive synthetic combat environments for Air Force Virtual Flag exercises that linked the operational and tactical levels of war, directly increased joint readiness, and put the warfighter in charge of driving training transformation requirements.

CROSS-FUNCTION
Geometric Pairing Development Team, U.S. Army Test and Evaluation Command

Team award for advancing "state-of-the-art" live force-on-force simulation, and the realistic integration of live, virtual, and constructive synthetic environments that will ultimately permit warfighters to truly train as they fight and operational testers to test as the warfighters fight.

The annual awards recognize achievement in support of DoD M&S objectives. Forty-eight nominations were received from across DoD.

For more information on the DoD M&S awards program visit: <http://www.dmso.mil/public/community/awards/ > or contact the Defense Modeling and Simulation Office at (703)824-3437 or pao@dmso.mil.

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 5, 2005)
2005 MAINTENANCE DEPOT-LEVEL AWARD WINNER ANNOUNCED

The Department of Defense announced today the inaugural winner of the Secretary of Defense Depot-level Maintenance Award known as the Robert T. Mason Award for Depot Maintenance Excellence for 2005.

The recipient is the Design and Manufacture Vehicle Armor Protective Kits Program at the U.S. Marine Corps Maintenance Center, Albany, Ga., in support of Operation Iraqi Freedom (OEF II), Operation Enduring Freedom, and the Global War on Terrorism. This program, which provided protective armor kits for USMC combat vehicles, made the Marines a more effective fighting force and had a profound, direct impact on safety and morale.

The depot-level maintenance award is named in recognition of Robert T. Mason, a former assistant deputy secretary of defense of maintenance policy, programs, and resources. Mason served as the champion of organic depot maintenance for three decades, while helping to transform DoD organic depot-level operations.

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 9, 2005)
DOD SELECTS TRIBAL COLLEGES AND UNIVERSITIES FOR GRANTS

The Department of Defense announced today plans to award instrumentation grants totaling $2.42 million to nine tribal colleges and universities. These grants will be made under the fiscal 2005 DoD Historically Black Colleges and Universities and Minority Institutions Infrastructure Support Program. The grants will enhance programs and capabilities at these minority institutions in scientific disciplines critical to national security and the DoD.

This announcement is the result of merit competition for infrastructure support funding conducted for the Of-

fice of Defense Research and Engineering by the Army Research Office. The solicitation resulted in 15 proposals in response to a broad agency announcement issued in February 2005. The Army Research Office plans to award nine equipment grants ranging from $66,000 to $400,000. Each award will have a 12-month performance period. Awards will be made only after written agreements are reached between the Department and the institutions. The list of recipients is available at: < http://www.defenselink.mil/news/Aug2005/d20050809 Tribal.pdf > .

NEWS RELEASE—COMBAT FEEDING DIRECTORATE, U.S. ARMY SOLDIER SYSTEMS CENTER (AUG. 29, 2005)
COMBAT FEEDING SPEARHEADS RADIO FREQUENCY IDENTIFICATION

NATICK, Mass.—Two members of the Combat Feeding Directorate were awarded for their contributions to the introduction of radio frequency identification to the Defense Department.

Gerald Darsch, Combat Feeding director, and Kathy Evangelos, Combat Feeding program integrator, were presented with the Office of the Secretary of Defense Award for Excellence by Alan Estevez, assistant deputy undersecretary of defense for supply chain integration, in a ceremony in Washington D.C., July 28.

As a result of their early efforts, the Defense Department was able to quickly adopt and deploy this technology to revolutionize military supply chain management, military logistics, and readiness.

"Your vision played a critical role in the adoption of this technology. The Defense Department would not be where it is today if it were not for your dedication and perseverance in bringing this to the highest levels of the Defense Department," Estevez said.

Radio frequency identification technology provides automated, real-time logistics and information on Class 1 and other classes of supply for the Defense Department. It is based on the electronic product code, which is a unique number that identifies a specific item in the supply chain. Passive radio frequency identification tags composed of a microchip holding an electronic product code and an antenna that receives a radio frequency signal are attached to a unit of supply, such as a pallet.

Powered by a reader, the tags emit a radio signal that transmits the electronic product code and other infor-

mation back to the reader. Sensor integration on tags provides the capability to monitor the status of an item, pallet, or container by detecting any number of variables, such as temperature, vibration, rough handling, and chemical biological contamination.

During the ceremony, Estevez cited the implementation of radio frequency identification in March 2005 to support Marine Corps Forward Operating Bases in Iraq. The Marine Corps has reduced inventory from $127 million to $70 million, reduced wait time from 28 to 16 days, increased fill rates from 77 percent to 89 percent, and reduced retail backlog from 92,000 to 11,000 orders.

These innovations and accomplishments were facilitated partly by the new Defense Department radio frequency identification policy published in July 2004. The Defense Department Combat Feeding Radio Frequency Identification Team provided significant lessons learned to drive the policy and move the Defense Department forward by providing consultation and influence on both the Defense Department and commercial implementations of radio frequency identification.

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY NEWS RELEASE (AUG. 11, 2005)
DARPA CONTRACTORS, STAFF RECEIVE AWARDS FOR EXCELLENCE IN PERFORMANCE

Dr. Anthony J. Tether, director of the Defense Advanced Research Projects Agency announced the winners of the 2005 DARPA Awards for Excellence at *DARPATech 2005*, DARPA's 24th Systems and Technology Symposium, in Anaheim, Calif.

Director's Award for Outstanding Personal Accomplishment
Tether awarded the 2005 Director's Award for Outstanding Personal Accomplishment to Dr. Robert Hummel, program manager in DARPA's Information Exploitation Office. Hummel was honored for developing imagery exploitation technologies that have transformed our nation's capabilities to detect elusive adversaries. His efforts led to several significant technical breakthroughs in automatic target recognition, three-dimensional data exploitation, and improvised explosive device detection. He directed the rapid transition of DARPA-developed imagery exploitation capabilities to operational users.

In presenting the award, Tether explained, "Bob Hummel is powered by ideas. He is energized—and energizes

others—in the pursuit of ideas to ensure that U.S. forces have the world's best warfighting capabilities."

Award for Sustained Excellence by a Performer

DARPA presented two Awards for Sustained Excellence by a Performer. AeroVironment Inc., Monrovia, Calif., received the Award for Sustained Excellence by a Performer for developing the Wasp micro air vehicle. With an innovative design that uses a main battery as the wing structure, the small vehicle is able to provide real-time images and data to warfighters. "The vehicle set an endurance record for micro air vehicles that is three times longer than any comparably equipped and sized air vehicle, demonstrating the significant utility of these vehicles in military operations," said Tether.

The Award for Sustained Excellence by a Performer was also presented to the Command Post of the Future (CPOF) Front-Line Team—ISX Corp. (Camarillo, Calif.); Global InfoTek Inc. (Reston, Va.); Oculus Info Inc. (Toronto, Ontario); SYS Technologies Inc. (San Diego, Calif.); and General Dynamics C4 Systems Viz (Pittsburgh, Pa.). CPOF gives U.S. forces an advanced command and control technology to enable distributed operations. CPOF was first deployed two years ago to U.S. Army units in Iraq.

"The CPOF team is a model of how experts from diverse companies and organizations can collaborate to create a highly efficient and effective program," explained Tether. As a result of CPOF's success in Iraq, the U.S. Army has decided to equip all units with CPOF in the coming years.

Award for Significant Technical Achievement

DARPA also presented two Awards for Significant Technical Achievement. The first winner, BBN Technologies, Boston, Mass., was honored for the development of the Boomerang system, an acoustic shot-detection system providing force protection to U.S. units serving in Iraq. "BBN met demanding development and deployment deadlines in this program," noted Tether. "They completed a prototype of the Boomerang system 30 days after contract award, and delivered 50 systems to U.S. Marine Corps units deploying to Iraq within 60 days of contract award—a remarkable achievement."

The second winner of the Award for Significant Technical Achievement was the University of California Information Sciences Institute's Center for Advanced Research in Technology for Education, Marina del Rey, Calif., for the development of the Tactical Language Training System. The system incorporates language skills and non-

verbal gestures such as cultural norms of etiquette to help U.S. forces develop the skills necessary to communicate effectively with the local populace.

"The U.S. Army and Marine Corps adopted this system and are using it today to prepare troops for duty in Iraq," said Tether. "I can best summarize the system's success by quoting one soldier's words: 'I learned more in one day with this than I learned in my whole tour in Iraq.'"

Award for Small Business Innovation Research

DARPA presented the Award for Small Business Innovation Research to Dot Metrics Technologies Corp., Charlotte, N.C., for demonstrating a new method of introducing deep-green luminescent nanostructures into semiconductor materials for light emitting diodes. Dot Metrics achieved this breakthrough via a proprietary process sequence that produces a higher efficiency electroluminescent output, tunable to the deep-green portion of the visible spectrum.

"The technology achieved by Dot Metrics will directly translate into solid-state lighting devices that are more weight- and power-efficient," explained Tether. "The technology will be part of a DARPA program to install innovative lighting systems on U.S. Navy vessels."

DARPA Award for Sustained Excellence by a Government Agent

Michael Blackstone, a contracts specialist in DARPA's Contracts Management Office, received the DARPA Award for Sustained Excellence by a Government Agent for his support to the CPOF program and program managers in DARPA's Information Exploitation Office. Blackstone reorganized the CPOF performers and contracts into a single team with a prime contractor and key subcontractors to better support important mission requirements.

"He completed the many contracts in record time, thus making sure the program performers had the funds they needed to deliver important new capabilities to U.S. Army units deployed in Iraq," Tether noted.

The full list of nominees for all award categories is available online at <http://www.darpa.mil/darpatech2005/05awards.htm >.

For questions or more information, contact Jan Walker at jan.walker@darpa.mil.

AT&L Workforce— Key Leadership Changes

THE WHITE HOUSE (JUNE 28, 2005)
PERSONNEL ANNOUNCEMENT

President George W. Bush today announced his intention to nominate the following individuals to serve in his administration:

The president intends to nominate Phillip Jackson Bell, of Georgia, to be deputy under secretary of defense for logistics and materiel readiness. Bell currently serves as deputy under secretary of the Army at the Department of Defense. He previously served as chief of staff for the Afghanistan Reconstruction Group at the Department of State. Bell received his bachelor's degree from Northwestern University and his master's degree from the University of South Carolina, prior to serving in the United States Marine Corps.

The president intends to nominate Dr. Ronald M. Sega, of Colorado, to be under secretary of the Air Force. Sega currently serves as director of Defense Research and Engineering at the Department of Defense. He previously served as dean of the College of Engineering and Applied Sciences of the University of Colorado at Colorado Springs. Sega received his bachelor's degree from the United States Air Force Academy, his master's degree from Ohio State University, and his Ph.D. from the University of Colorado. Following his graduation from the Academy, he served on active duty for eight years and continues to serve in the United States Air Force Reserves.

THE WHITE HOUSE (JUNE 30, 2005)
PERSONNEL ANNOUNCEMENT

The president has nominated Keith E. Eastin, of Texas, to be assistant secretary of the Army (installations and environment). Eastin currently serves as senior consultant to the Ministry of Environment in Baghdad, Iraq. He previously served as special counsel at the Department of the Interior. Earlier in his career, Eastin was a principal deputy assistant secretary of the Navy. He received his bachelor's and master's degrees from the University of Cincinnati. He later received his J.D. from the University of Chicago Law School.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 8,2005)
GENERAL OFFICER ASSIGNMENTS

The chief of staff, Air Force announces the assignments of the following senior leaders:

Brig. Gen. Erwin F. Lessel III, deputy director, plans and programs, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, to director, plans and programs, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

Brig. Gen. (s) Andrew E. Busch, deputy director, logistics, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, to commander, maintenance, 402nd Maintenance Wing, Warner Robins Air Logistics Center, Air Force Materiel Command, Robins Air Force Base, Ga.

Brig. Gen. (s) Arthur B. Cameron III, associate director of resources, deputy chief of staff, installations and logistics, Pentagon, Washington, D.C., to commander, 309th Maintenance Wing, Ogden Air logistics Center, Air Force Materiel Command, Hill Air Force Base, Utah.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 11, 2005)
GENERAL OFFICER ASSIGNMENT

The Army chief of staff announces the following general officer assignment: Brig. Gen. Walter L. Davis, commanding general, 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosive), Aberdeen Proving Ground, Md., to commander, Joint Unmanned Aerial Vehicle Center of Excellence, Creech Air Force Base (Indian Springs Airfield), Nev.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 12, 2005)
FLAG OFFICER ASSIGNMENT

Chief of Naval Operations Adm. Vern Clark announced the following flag officer assignment: Rear Adm. (lower half) Michael J. Lyden is being assigned as director, logistics and security assistance, J4 U.S. European Command, Stuttgart, Germany. Lyden is currently commander, Defense Supply Center Richmond, Defense Logistics Agency, Richmond, Va.

AIR FORCE PRINT NEWS (JULY 13, 2005)
MCNABB NOMINATED TO COMMAND AIR MOBILITY COMMAND

SAN ANTONIO—President Bush has nominated Lt. Gen. Duncan J. McNabb for the rank of general and as commander of Air Mobility Command at Scott Air Force Base, Ill.

McNabb is currently the director of logistics for the Joint Staff at the Pentagon. Before that assignment he was the Air Force deputy chief of staff for plans and programs.

A 1974 graduate of the U. S. Air Force Academy, he has held command and staff positions at squadron, wing, major command, and Department of Defense levels. He is a command pilot with more than 5,400 hours in a variety of aircraft including the C-141 Starlifter and C-17 Globemaster III.

If confirmed by the Senate, McNabb will succeed Gen. John W. Handy who has commanded AMC since November 2001.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 13, 2005)
FLAG OFFICER ASSIGNMENTS

Chief of Naval Operations Adm. Vern Clark announced the following flag officer assignments:

Rear Adm. Kevin M. Quinn is being assigned as commander, Carrier Strike Group Three, Bremerton, Wash. Quinn is currently commander, Logistics Group, Western Pacific/commander, Task Force 73/commander, Task Force 712, Singapore.

Rear Adm. (selectee) Michael D. Hardee is being assigned as assistant commander for Aviation Depots, Air 6.0, Naval Air Systems Command (NAVAIRSYSCOM), Patuxent River, Md. Hardee is currently air speed project officer, NAVAIRSYSCOM, Patuxent River, Md.

Rear Adm. (selectee) William E. Shannon is being assigned as assistant commander for acquisition, Air 1.0, NAVAIRSYSCOM/director, Naval Aviation Enterprise Human Capital Strategy, Patuxent River, Md. Shannon is currently deputy program executive officer, Air Anti-Submarine Warfare, Assault and Special Mission Programs, Patuxent River, Md.

AIR FORCE MATERIEL COMMAND PUBLIC AFFAIRS (JULY 18, 2005)
AFMC SENIOR LEADERSHIP ANNOUNCEMENT
Kathleen A. K. Lopez

WRIGHT-PATTERSON AIR FORCE BASE, Ohio— Air Force officials announced today changes in three key leadership positions within Air Force Materiel Command.

Maj. Gen. Terry L. Gabreski, whose third star was confirmed by the U.S. Senate Saturday, will become AFMC vice commander. Currently, she is commander of the Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla. Gabreski replaces retiring Lt. Gen. Richard V. Reynolds.

Robert J. Conner, AFMC executive director, will replace Gabreski as the OC-ALC director.

Barbara A. Westgate, AFMC Plans and Programs director, will replace Conner.

Conner and Westgate are members of the Senior Executive Service.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 21, 2005)
GENERAL OFFICER ANNOUNCEMENT

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nomination: Air Force Maj. Gen. John L. Hudson has been nominated for appointment to the rank of lieutenant general with assignment as commander, Aeronautical Systems Center, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio. Hudson is currently serving as assistant deputy under secretary of the Air Force, International Affairs, Office of the Under Secretary of the Air Force, Pentagon, Washington, D.C.

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 22, 2005)
GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the President has nominated:

Lt. Gen. Claude V. Christianson, U.S. Army, for reappointment to the grade of lieutenant general and assignment as director for logistics, J-4, The Joint Staff, Washington, D.C. Christianson is currently serving as the deputy chief of staff, G-4, U.S. Army, Washington, D.C.

Maj. Gen. William E. Mortensen, U.S. Army, for appointment to the grade of lieutenant general and assignment as deputy commanding general, U.S. Army Materiel Command, Fort Belvoir, Va. Mortensen is currently serving as the director for logistics, J-4, U.S. Central Command, MacDill Air Force Base, Fla.

AT&L Workforce—Key Leadership Changes

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 3, 2005)
FLAG OFFICER ASSIGNMENT

Chief of Naval Operations Adm. Mike Mullen announced the following flag officer assignment: Rear Adm. (selectee) Mark F. Heinrich is being assigned as commander, Defense Supply Center Richmond, Defense Logistics Agency, Richmond, Va. Heinrich is currently serving as commander, assistant chief of staff for force supply, N41, commander, Naval Surface Force, U.S. Pacific Fleet, San Diego, Calif.

AIR FORCE PRINT NEWS (JULY 29, 2005)
GEREN DESIGNATED ACTING AIR FORCE SECRETARY

SAN ANTONIO (AFPN)—The president designated Pete Geren to be the acting secretary of the Air Force on July 29, replacing Michael L. Dominguez. The appointment is in accordance with the Federal Vacancies Reform Act, Air Force officials said.

Geren, who was special assistant to the secretary of defense, assumes his new office as directed in Title 10, United States Code and Air Force directives, Air Force officials said. He took the Department of Defense post in September 2001 with responsibilities in the areas of interagency initiatives, legislative affairs, and special projects.

A former Texas congressman 1989 to 1997, Geren served on the Armed Services, Science and Technology, and the Public Works and Transportation committees during his tenure. He earned his bachelor of science degree from the University of Texas in 1974, and his doctor of jurisprudence from the university's law school in 1978.

DOMENICO C. CIPICCHIO NEW ACTING DIRECTOR FOR DEFENSE PROCUREMENT/ACQUISITION POLICY

Effective Aug. 7, Domenico C. Cipicchio became the acting director, defense procurement and acquisition policy, replacing Deidre Lee, who became assistant commissioner for integrated technology services in the General Services Administration's new Federal Acquisition Service. Cipicchio had previously served as Lee's deputy director.

He has also worked as senior procurement analyst in the Office of the Secretary of Defense, procurement analyst in the Office of the Assistant Secretary of the Navy for shipbuilding and logistics, contracting officer at the Naval Sea Systems Command, and procurement agent at the Tobyhanna Army Depot.

Cipicchio holds a bachelor's degree from Gannon College in Erie, Pa., and a law degree from Catholic University of America. He has been admitted to practice law in Virginia since 1984 and has been a member of the Senior Executive Service since 1998.

CIVILIAN NOMINATION IN SENATE COMMITTEE (JULY 28, 2005)

The following civilian nominations submitted by the president to the Senate for confirmation during the current congress are currently undergoing committee consideration.

In the Committee on Armed Services

July 28, 2005, PN768, Department of Defense, John J. Young Jr., of Virginia, to be director of defense research and engineering.

WHITE HOUSE PERSONNEL ANNOUNCEMENT (AUG. 16, 2005)

The president intends to nominate Donald C. Winter, of Virginia, to be secretary of the Navy. Winter currently serves as corporate vice president and president of Northrop Grumman Mission Systems. He previously served as president and chief executive officer of TRW Systems. Earlier in his career, Winter was awarded the Secretary of Defense medal for meritorious civilian service while working for the Defense Advanced Research Projects Agency. He received his bachelor's degree from the University of Rochester. He later received his master's degree and Ph.D. from the University of Michigan.

The President intends to nominate Michael W. Wynne, of Florida, to be secretary of the Air Force. Wynne currently serves as principal deputy under secretary of defense (acquisition, technology and logistics) at the Department of Defense. He previously served as under secretary of defense (acquisition, technology and logistics). Before that, Wynne served as chairman and chief executive officer of Ixata, and as chairman of Extended Reach Logistics. Wynne received his bachelor's degree from the United States Military Academy at West Point and served as a captain in the United States Air Force. He received his first master's degree from the Air Force Institute of Technology, and his second master's degree from the University of Colorado.

DAYTON, Ohio—(From left) Air Force Chief of Staff Gen. John P. Jumper presides over the Air Force Materiel Command change of command from Gen. Gregory S. Martin to Gen. Bruce Carlson on Aug. 19, 2005, at the National Museum of the U.S. Air Force in Dayton, Ohio. *U.S. Air Force photo by Al Bright.*

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 23, 2005)
GENERAL OFFICER ANNOUNCEMENT

Secretary of Defense Donald H. Rumsfeld announced today that the president has nominated Army Maj. Gen. Ann E. Dunwoody for appointment to the rank of lieutenant general and assignment as deputy chief of staff, G-4, U.S. Army, Washington, D.C. Dunwoody is currently serving as the commanding general, U.S. Army Combined Arms Support Command and Fort Lee, Fort Lee, Va.

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 24, 2005)
GENERAL OFFICER ASSIGNMENTS

The chief of staff, Army announces the following general officer assignments:

Maj. Gen. Mitchell H. Stevenson, deputy chief of staff for logistics and operations, U.S. Army Materiel Command, Fort Belvoir, Va., to commanding general, U.S. Army Combined Arms Support Command and Fort Lee, Fort Lee, Va.

Brig. Gen. Robert M. Radin, commanding general, Joint Munitions Command, Rock Island, Ill., to deputy chief of staff for logistics and operations, U.S. Army Materiel Command, Fort Belvoir, Va.

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 23, 2005)
GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Army Col. Thomas M. Cole has been nominated for appointment to the rank of brigadier general. Cole is currently serving as deputy program manager for Program Integration, Future Combat Systems Unit of Action, Warren, Mich.

Army Col. Jesse R. Cross has been nominated for appointment to the rank of brigadier general. Cross is currently en route to serve as commander, Defense Supply Center Philadelphia, Defense Logistics Agency, Philadelphia, Pa.

Army Col. Kenneth S. Dowd has been nominated for appointment to the rank of brigadier general. Dowd is currently serving as director, Logistics, Engineering and Security Assistance, J-4, U. S. Pacific Command, Camp H. M. Smith, Hawaii.

Army Col. James L. Hodge has been nominated for appointment to the rank of brigadier general. Hodge is currently serving as deputy commander/director of operations, Military Surface Deployment and Distribution Command, Fort Eustis, Va.

Army Col. Patricia E. McQuistion has been nominated for appointment to the rank of brigadier general. McQuistion is currently serving as director, strategic integration, Office of the Deputy Chief of Staff, G-4, U.S. Army, Washington, D.C.

Army Col. James E. Rogers has been nominated for appointment to the rank of brigadier general. Rogers is currently en route to serve as commander, Joint Munitions Command, Rock Island, Ill.

Army Col. Kevin R. Wendel has been nominated for appointment to the rank of brigadier general. Wendel is currently en route to serve as commander, 20th Support Command (Chemical, Biological Radiological, Nuclear and High Explosive), Aberdeen Proving Ground, Md.

Army Col. William T. Wolf has been nominated for appointment to the rank of brigadier general. Wolf is currently serving as deputy commander/assistant commandant, U.S. Army Aviation Center, Fort Rucker, Ala.

THE WHITE HOUSE (SEPT. 8, 2005)
PERSONNEL ANNOUNCE-MENT

The president intends to nominate Dr. Delores M. Etter, of Maryland, to be assistant secretary of the Navy (research, development and acquisition). Etter currently serves as a professor for the electrical engineering department at the United States Naval Academy. From June 1998 through July 2001, she served as the deputy under secretary of defense for science and technology. During part of this tenure, Etter also assumed the position of acting director of defense for research and engineering. Earlier in her career, Etter was a professor of electrical and computer engineering at the University of Colorado–Boulder, as well as a faculty member in electrical and computer engineering at the University of New Mexico. Etter received her bachelor's and master's degrees from Wright State University and her Ph.D. from the University of New Mexico.

AMERICAN FORCES PRESS SERVICE (SEPT. 9, 2005)
SCHWARTZ TAKES REINS OF U.S. TRANS-PORTATION COMMAND

John D. Banusiewicz

Air Force Gen. Norton A. Schwartz accepted command of the joint-service force that provides land, sea, and air transportation for the Defense Department and manages military logistics from factory to foxhole. Schwartz succeeds Air Force Gen. John W. Handy, who had commanded TRANSCOM since October 2001 and retired after 39 years of service. Secretary of Defense Donald Rumsfeld praised General Handy's tenure as commander of TRANSCOM and of its air component, Air Mobility Command. Handy took command of TRANSCOM shortly after the Sept. 11 terrorist attacks. He steps down as military transportation assets keep the

SCOTT AIR FORCE BASE, Ill.—Defense Secretary Donald H. Rumsfeld pins the Distinguished Service Medal on outgoing U.S. Transportation Command commander Air Force Gen. John W. Handy during the TRANSCOM change of command ceremony here Sept. 7. Air Force Gen. Norton A. Schwartz assumed command.
U.S. Air Force photograph by Senior Airman David Clark, USAF.

war on terrorism moving ahead while simultaneously providing humanitarian relief to the Gulf Coast region ravaged by Hurricane Katrina. "They've done a truly amazing job, and I thank all of the men and women of TRANSCOM here and spread out across the globe," the secretary said.

"When he assumed command, Handy called TRANSCOM the lifeline of our military," Rumsfeld said. "He was, of course, right. He managed this lifeline with exceptional skill during a critical period in our country's history."

In the past three years, the secretary noted, TRANSCOM has moved nearly 3 million passengers and nearly 7 million tons of cargo, as well as enough meals to feed all 1 million citizens of the St. Louis metropolitan area for six weeks. The command has provided relief supplies to hurricane victims in the United States, earthquake victims in Iran, and the millions affected by the December 2004 Indian Ocean tsunami.

"TRANSCOM has given U.S. troops the means and the sustenance they need to fight, the tools they need to train others, and the materiel and equipment they need to help nations build institutions of democracy rather than foster terrorism," Rumsfeld said. "This is a tribute to Gen. Handy's leadership and the skills of this great team that's been assembled at TRANSCOM."

Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, took the TRANSCOM flag from Handy and passed it to Schwartz to formalize the change in leadership. Addressing the Joint Service formation of TRANSCOM personnel, Myers echoed Rumsfeld's assessment of their performance. "As Secretary Rumsfeld said, you are absolutely amazing and absolutely indispensable in this very critical time in our history and our way of life," he said. "This struggle that we are engaged in depends on you. It depends on you to deploy, supply, and sustain the warfighters on the ground; refuel our defense in the air; and respond to humanitarian disasters around the world such as Hurricane Katrina—all the while enabling our armed forces to deter other potential threats while we're already at war."

The chairman noted the difficulty of TRANSCOM's mission. "For any other nation on the planet, what you do would be 'Mission: Impossible,'" he said. "But you make the impossible look very easy."

Myers said this was demonstrated when the first major swap-out of forces in Iraq took place. "This was going to

be the movement of about 130,000 people engaged in combat, with all their support gear—tons and tons of things," Myers said. "We started comparing it to other logistics movements in our past history, and we thought it was a pretty big deal. So I got all fired up in a meeting with the president one day with Secretary Rumsfeld, to tell him how hard this was going to be."

Myers recalled that the president stopped him early in the presentation and said it would be no big deal to move all the people and equipment from one place to another. "Well, we hope it won't," Myers said he told the president. "But we hope you know it's a really big deal made to look easy by real professionals."

The chairman called Gen. Handy "a national treasure … Gen. Handy's vision—and I'd say you'd have to say genius—makes his voice one of undisputed authority on logistics in our armed forces, in Washington, D.C., and around the world," Myers said.

Schwartz, who most recently served as director of the Joint Staff after serving as its operations chief, said TRANSCOM is "unique in an extraordinary time, a time when the nation is at war and we face the consequences of a daunting natural disaster at home. … Let us honor those Americans who have given their lives in the cause of freedom and those who perished in last week's storm—and to a great public servant, the chief justice of the United States—by recommitting ourselves to the task of making it happen and getting it done," he said.

Schwartz noted the important roles of TRANSCOM's joint partners: the Army's Surface Deployment and Distribution Command, the Navy's Military Sealift Command, and the Air Force's Air Mobility Command. "Together, we will serve our leadership and our nation's taxpayers well, efficiently and, if need be, with courage, reliability, and precision," he said.

Until the Sept. 7 ceremonies, the TRANSCOM commander had been dual-hatted as commander of Air Mobility Command, TRANSCOM's Air Force component. The jobs now are separate, as Air Force Lt. Gen. Christopher A. Kelly, AMC's vice commander, now commands AMC on a temporary basis, pending Senate confirmation of Lt. Gen. Duncan J. McNabb for promotion to four-star rank and appointment as the next AMC commander.

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Surfing the Net

Acquisition Community Connection (ACC)
http://acc.dau.mil
Policies, procedures, tools, references, publications, Web links, and lessons learned for risk management, contracting, system engineering, total ownership cost.

Acquisition Reform Network (AcqNet)
www.arnet.gov/
Virtual library; federal acquisition and procurement opportunities; best practices; electronic forums; business opportunities; acquisition training; excluded parties list.

Advanced Concept Technology Demonstrations (ACTDs)
www.acq.osd.mil/actd/
ACTD's accomplishments, articles, speeches, guidelines, and points of contact.

Aging Systems Sustainment and Enabling Technologies (ASSET)
http://asset.okstate.edu/asset/index.html
A government-academic-industry partnership. ASSET program-developed technologies and processes increase the DoD supply base, reduce time and cost associated with parts procurement, and enhance military readiness.

Air Force (Acquisition)
www.safaq.hq.af.mil/
Policy; career development and training opportunities; reducing TOC; library; links.

Air Force Materiel Command (AFMC) Contracting Laboratory's FAR Site
http://farsite.hill.af.mil/
FAR search tool; Commerce Business Daily announcements (CBDNet); Federal Register; electronic forms library.

Army Acquisition Support Center
http://asc.army.mil
News; policy; *Army AL&T* Magazine; programs; career information; events; training opportunities.

Assistant Secretary of the Army (Acquisition, Logistics & Technology)
https://webportal.saalt.army.mil/
ACAT Listing; ASA(ALT) Bulletin; digital documents library; ASA(ALT) organization; links to other Army acquisition sites.

Association of Old Crows (AOC)
www.crows.org
Association news; conventions, courses, conferences, *Journal of Electronic Defense*.

Commerce Business Daily
http://cbdnet.gpo.gov
Access to current and back issues with search capabilities; business opportunities; interactive yellow pages.

Committee for Purchase from People Who are Blind or Severely Disabled
www.jwod.gov
Information and guidance to federal customers on the requirements of the Javits-Wagner-O'Day (JWOD) Act.

Defense Acquisition University (DAU)
www.dau.mil
DAU Course Catalog; *Defense AT&L* magazine and *Defense Acquisition Review Journal*; course schedule; policy documents; guidebooks; training and education news for the AT&L workforce.

DAU Alumni Association
www.dauaa.org
Acquisition tools and resources; government and related links; career opportunities; member forums.

DAU Distance Learning Courses
www.dau.mil/registrar/apply.asp
DAU online courses.

Defense Advanced Research Projects Agency (DARPA)
www.darpa.mil
News releases; current solicitations; "Doing Business with DARPA."

Defense Electronic Business Program Office (DEBPO)
www.acq.osd.mil/scst/index.htm
Policy; newsletters; Central Contractor Registration (CCR); assistance centers; DoD EC partners.

Defense Information Systems Agency (DISA)
www.disa.mil
Structure and mission of DISA; Defense Information System Network; Defense Message System; Global Command and Control System.

Defense Modeling and Simulation Office (DMSO)
www.dmso.mil
DoD Modeling and Simulation Master Plan; document library; events; services.

Defense Systems Management College (DSMC)
www.dau.mil
DSMC educational products and services; course schedules; job opportunities.

Defense Technical Information Center (DTIC)
www.dtic.mil/
DTIC's scientific and technical information network (STINET) is one of DoD's largest available repositories of scientific, research, and engineering information. Hosts over 100 DoD Web sites.

Director, Defense Procurement and Acquisition Policy (DPAP)
www.acq.osd.mil/dpap
Procurement and acquisition policy news and events; reference library; DPAP organizational breakout; acquisition education and training policy, guidance.

DoD Defense Standardization Program
www.dsp.dla.mil
DoD standardization; points of contact; FAQs; military specifications and standards reform; newsletters; training; nongovernment standards; links.

DoD Enterprise Software Initiative (ESI)
www.donimit.navy.mil/esi
Joint project to implement true software enterprise management process within DoD.

DoD Inspector General Publications
www.dodig.osd.mil/pubs/
Audit and evaluation reports; IG testimony; planned and ongoing audit projects of interest to the AT&L community.

DoD Office of Technology Transition
www.dtic.mil/ott/
Information about and links to OTT's programs.

Earned Value Management
www.acq.osd.mil/pm
Implementation of earned value management; latest policy changes; standards; international developments; active noteboard.

Electronic Industries Alliance (EIA)
www.eia.org
Government relations department; links to issues councils; market research assistance.

Federal Acquisition Institute (FAI)
www.faionline.com
Virtual campus for learning opportunities; information access and performance support.

Federal Acquisition Jump Station
http://prod.nais.nasa.gov/pub/fedproc/home.html
Procurement and acquisition servers by contracting activity; CBDNet; reference library.

Federal Aviation Administration (FAA)
www.asu.faa.gov
Online policy and guidance for all aspects of the acquisition process.

Federal Government Technology Transfer Links
www.dtic.mil/matris/t2/orgt2.htm
Manpower and Training Research Information System (MATRIS) project offers links to federal government tech transfer programs.

Federal R&D Project Summaries
www.osti.gov/fedrnd/about
Portal to information on federal research projects; search databases at different agencies.

Federal Research in Progress (FEDRIP)
http://grc.ntis.gov/fedrip.htm
Information on federally funded projects in the physical sciences, engineering, life sciences.

Fedworld Information
www.fedworld.gov
Comprehensive central access point for searching, locating, ordering, and acquiring government and business information.

Government Accountability Office (GAO)
www.gao.gov
GAO reports; policy and guidance; FAQs.

General Services Administration (GSA)
www.gsa.gov
Online shopping for commercial items to support government interests.

Government-Industry Data Exchange Program (GIDEP)
www.gidep.org/
Federally funded co-op of government-industry participants, providing electronic forum to exchange technical information essential to research, design, development, production, and operational phases of the life cycle of systems, facilities, and equipment.

GOV.Research_Center
http://grc.ntis.gov
U.S. Dept. of Commerce, National Technical Information Service (NTIS), and National Information Services Corporation (NISC) joint venture single-point access to government information.

Integrated Dual-Use Commercial Companies (IDCC)
www.idcc.org
Information for technology-rich commercial companies on doing business with the federal government.

International Society of Logistics
www.sole.org
Online desk references that link to logistics problem-solving advice; Certified Professional Logistician certification.

Acquisition & Logistics Excellence

An Internet Listing Tailored to the Professional Acquisition Workforce

Surfing the Net

Promotes competitiveness of U.S. industry through commercial use of NASA technologies and expertise.

International Test & Evaluation Association (ITEA)
www.itea.org
Professional association to further development and application of T&E policy and techniques to assess effectiveness, reliability, and safety of new and existing systems and products.

U.S. Joint Forces Command
www.jfcom.mil
A "transformation laboratory" that develops and tests future concepts for warfighting.

Joint Fires Integration and Interoperability Team
https://jfiit.eglin.af.mil
USJFCOM lead agency to investigate, assess, and improve integration, interoperability, and operational effectiveness of Joint Fires and Combat Identification across the Joint warfighting spectrum. (Accessible from .gov and .mil domains only.)

Joint Interoperability Test Command (JITC)
http://jitc.fhu.disa.mil
Policies and procedures for interoperability certification; lessons learned; support.

Joint Spectrum Center (JSC)
www.jsc.mil
Provides operational spectrum management support to the Joint Staff and COCOMs and conducts R&D into spectrum-efficient technologies.

Library of Congress
www.loc.gov
Research services; Congress at Work; Copyright Office; FAQs.

MANPRINT (Manpower and Personnel Integration)
www.manprint.army.mil
Points of contact for program managers; relevant regulations; policy letters from the Army Acquisition Executive; briefings on the MANPRINT program.

National Aeronautics and Space Administration (NASA)'s Commercial Technology Office (CTO)
http://technology.grc.nasa.gov

National Contract Management Association (NCMA)
www.ncmahq.org
"What's New in Contracting?"; educational products catalog; career center.

National Defense Industrial Association (NDIA)
www.ndia.org
Association news; events; government policy; National Defense magazine.

National Geospatial-Intelligence Agency
www.nima.mil
Imagery; maps and geodata; Freedom of Information Act resources; publications.

National Institute of Standards and Technology (NIST)
www.nist.gov
Information about NIST technology, measurements, and standards programs, products, and services.

National Technical Information Service (NTIS)
www.ntis.gov/
Online service for purchasing technical reports, computer products, videotapes, audiocassettes.

Naval Sea Systems Command
www.navsea.navy.mil
Total Ownership Cost (TOC); documentation and policy; reduction plan; implementation timeline; TOC reporting templates; FAQs.

Navy Acquisition and Business Management
www.abm.rda.hq.navy.mil
Policy documents; training opportunities; guides on risk management, acquisition environmental issues, past performance; news and assistance for the Standardized Procurement System (SPS) community; notices of upcoming events.

Navy Acquisition, Research and Development Information Center
www.onr.navy.mil/sci_tech
News and announcements; acronyms; publications and regulations; technical reports; doing business with the Navy.

Navy Best Manufacturing Practices Center of Excellence
www.bmpcoe.org
National resource to identify and share best manufacturing and business practices in use throughout industry, government, academia.

Naval Air Systems Command (NAVAIR)
www.navair.navy.mil
Provides advanced warfare technology through the efforts of a seamless, integrated, worldwide network of aviation technology experts.

Office of Force Transformation
www.oft.osd.mil
News on transformation policies, programs, and projects throughout the DoD and the Services.

Open Systems Joint Task Force
www.acq.osd.mil/osjtf
Open Systems education and training opportunities; studies and assessments; projects, initiatives and plans; reference library.

Parts Standardization and Management Committee (PSMC)
www.dscc.dla.mil/psmc
Collaborative effort between government and industry for parts management and standardization through commonality of parts and processes.

Project Management Institute
www.pmi.org
Program management publications; information resources; professional practices; career certification.

Small Business Administration (SBA)
www.sbaonline.sba.gov
Communications network for small businesses.

DoD Office of Small and Disadvantaged Business Utilization
www.acq.osd.mil/sadbu
Program and process information; current solicitations; Help Desk information.

Software Program Managers Network
www.spmn.com
Supports project managers, software practitioners, and government contractors. Contains publications on highly effective software development best practices.

Space and Naval Warfare Systems Command (SPAWAR)
https://e-commerce.spawar.navy.mil
SPAWAR business opportunities; acquisition news; solicitations; small business information.

System of Systems Engineering Center of Excellence (SoSECE)
www.sosece.org
Advances the development, evolution, practice, and application of the system of systems engineering discipline across individual and enterprise-wide systems.

Under Secretary of Defense (Acquisition, Technology and Logistics) (USD[AT&L])
www.acq.osd.mil/
USD(AT&L) documents; streaming videos; links.

USD(AT&L) Knowledge Sharing System (formerly Defense Acquisition Deskbook)
http://akss.dau.mil
Automated acquisition reference tool covering mandatory and discretionary practices.

U.S. Coast Guard
www.uscg.mil
News and current events; services; points of contact; FAQs.

U.S. Department of Transportation MARITIME Administration
www.marad.dot.gov/
Information and guidance on the requirements for shipping cargo on U.S. flag vessels.

Defense AT&L Writer's Guidelines in Brief

Purpose

The purpose of *Defense AT&L* magazine is to instruct members of the DoD acquisition, technology & logistics (AT&L) workforce and defense industry on policies, trends, legislation, senior leadership changes, events, and current thinking affecting program management and defense systems acquisition, and to disseminate other information pertinent to the professional development and education of the DoD Acquisition Workforce.

Subject Matter

We do print feature stories that include real people and events. Stories that appeal to our readers—who are senior military personnel, civilians, and defense industry professionals in the program management/acquisition business—are those taken from real-world experiences vs. pages of researched information. **We don't print** academic papers, fact sheets, technical papers, or white papers. We don't use endnotes or references in our articles. Manuscripts meeting these criteria are more suited for DAU's journal, *Defense Acquisition Review*.

Defense AT&L reserves the right to edit manuscripts for clarity, style, and length. Edited copy is cleared with the author before publication.

Length

Articles should be 1,500 – 2,500 words. Significantly longer articles: please query first by sending an abstract and a word count for the finished article.

Author bio

Include a brief biographical sketch of the author(s)—about 25 words—including current position and educational background. We do not use author photographs.

Style

Good writing sounds like comfortable conversation. Write naturally; avoid stiltedness and heavy use of passive voice. Except for a rare change of pace, most sentences should be 25 words or less, and paragraphs should be six sentences. Avoid excessive use of capital letters and acronyms. Define *all* acronyms used. Consult "Tips for Authors" at <http://www.dau.mil/pubs/damtoc.asp>. Click on "Submit an Article to *Defense AT&L*."

Presentation

Manuscripts should be submitted as Microsoft Word files. Please use Times Roman or Courier 11 or 12 point. Double space your manuscript and do not use columns or any formatting other than bold, italics, and bullets. *Do not embed or import graphics into the document file*; they must be sent as separate files (see next section).

Graphics

We use figures, charts, and photographs (black and white or color). Photocopies of photographs are not acceptable. Include brief numbered captions keyed to the figures and photographs. Include the source of the photograph. We publish no photographs or graphics from outside the DoD without written permission from the copyright owner. We do not guarantee the return of original photographs.

Digital files may be sent as e-mail attachments or mailed on zip disk(s) or CD. *Each figure or chart must be saved as a separate file* in the original software format in which it was created and must meet the following publication standards: JPEG or TIF files sized to print no smaller than 3 x 5 inches at a minimum resolution of 300 pixels per inch; PowerPoint slides; EPS files generated from Illustrator (preferred) or Corel Draw. For other formats, provide program format as well as EPS file. Questions on graphics? Call (703) 805-4287, DSN 655-4287 or e-mail defenseatl@dau.mil. Subject line: *Defense AT&L graphics*.

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Submission Dates

Issue	Author's Deadline
January-February	1 October
March-April	1 December
May-June	1 February
July-August	1 April
September-October	1 June
November-December	1 August

If the magazine fills before the author deadline, submissions are considered for the following issue.

Submission Procedures

Submit articles by e-mail to defenseatl@dau.mil or on disk to: DAU Press, ATTN: Judith Greig, 9820 Belvoir Rd., Suite 3, Fort Belvoir VA 22060-5565. Submissions must include the author's name, mailing address, office phone number (DSN and commercial), e-mail address, and fax number.

Receipt of your submission will be acknowledged in five working days. You will be notified of our publication decision in two to three weeks.

http://www.dau.mil/pubs/damtoc.asp

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